

**RIMT UNIVERSITY MANDI GOBINDGARH  
PUNJAB**



**RIMT**  
**UNIVERSITY**

**Study Scheme & Syllabus**

**For**

**BBA**

**(First to Sixth Semester)**

**Syllabi Applicable For Admissions in 2023 Onwards**

### **Programme Outcome**

**PO 01 Generic and Domain Knowledge** - Talented to articulate, illustrate, analyse, synthesize and apply the knowledge of principles and frameworks of management thought and allied domains to the solutions of real-world complex business issues.

**PO 02 Practical exposure and Employability:** An absolute revelation to existent working environment to students which leads to enhance their professional exposure and hence makes them employable across diverse industry segments.

**PO 03 Innovativeness and Entrepreneurship:** To discover various concerns and problem which needs an apt solutions with novel ideas and superior entrepreneurial orientation.

**PO 04 Leadership:** To develop skills, abilities, and competencies acquired during their course to be an effective corporate where he/she plans and manage effectively and efficiently.

**PO 05 Adaptability and Sociability:** All set to comprehend and adapt the changing environment and boost the level of social literacy thereby developing an ethical conduct and social responsibility which supports to identify & evaluate ethical, economical ,technological, social, and environmental impacts in business

**PO 06 Research and Analytical abilities:** To develop an analytical and critical thinking and make a deep dive into concerned business problems there by presenting optimum solutions towards complex problems.

**PO 07 Ethics and Values:** To appreciate & be acquainted with ethical principles in every sphere of professional and personal life thereby committed to professional values and business ethics.

**PO 08 Environmental Consciousness:** A complete knowledge of the business scenario and organizational capabilities such that every action or service presents a sense of fostering a rational approach for optimal use of available resources and yielding maximum returns.

**PO 09 Soft skills and working skills:** To comprehend, communicate and execute effectively and efficiently with the various stakeholders.

**PO 10 Global citizenship:** – To make students realize his and her roles as a universal citizen and endeavor towards its fulfillment

### **Programme Specific Outcome**

**PSO 01:** Upon completion of the BBA program, students will have broad idea of business management concepts such that student can demonstrate maturity, professionalism and team working skills.

**PSO 02:** After the completion of the BBA program, the students will be competent of analyzing, investigating and resolve critical business concern and technological knowhow for business encroachment.

**Programme Name: Bachelor of Business Administration (BBA)**

**Programme Code: MGMT 301**

### **MAPPING OF PROGRAMME SPECIFIC OUTCOME (PSOs) WITH PROGRAMME OUTCOME (POs)**

A broad relation between the programme specific outcome and the programme outcome is given in the following table

<b>Programme Specific Outcome (PSO)</b>	<b>Programme Outcome</b>									
	<b>P01</b>	<b>P02</b>	<b>P03</b>	<b>P04</b>	<b>P05</b>	<b>P06</b>	<b>P07</b>	<b>P08</b>	<b>P09</b>	<b>P10</b>
<b>PSO 1</b>	3	2	3	3	2	3	2	3	3	3
<b>PSO 2</b>	3	3	3	3	3	3	3	2	3	2

### **Contribution:**

**“1”**

**Slight (Low) Correlation**

**“2”**

**Moderate (Medium) Correlation**

**“3”**

**Substantial Correlation**

**“-“**

**Indicates there is no correlation**

# **RIMT UNIVERSITY, MANDIGOBINDGARH**

Distt. Fatehgarh Sahib, Punjab

## **School of Management Studies and Commerce**

### **BBA – Program Code – MGMT -**

#### **Changes Made in Year 2022 for SOS 2023**

Total number of courses having changes: 38

Total no. of courses: 51 (1<sup>st</sup> - 6<sup>th</sup> Sem)

Percentage of revision: 47.66%



Signature of HOD with SEAL

**RIMT UNIVERSITY, MANDIGOBINDGARH**

Distt. Fatehgarh Sahib, Punjab

**School of Management Studies and Commerce**

**BBA – Program Code – MGMT -**

**Changes Made in Year 2022 for SOS 2023**

Total number of courses having changes: 38

Total no. of courses: 67 [1<sup>st</sup> - 6<sup>th</sup> Sem (7<sup>th</sup>-8<sup>th</sup> Sem Hons.)]

Percentage of revision: 51.66%

Signature of HOD with SEAL

## RIMT UNIVERSITY

### School of Management Studies and Commerce

#### Subject-wise Percentage of Change adopted/incorporated in SOS MBA -2023

S.No.	Sub Code	Subject	Semester	Content Change/ New Subject	Category	Final Change Percentage
<b>First Semester</b>						
1	BELE-1001	Energy System	1st	New	Theory	NA
2	BENG-1001	Soft Skills-I	1st	New	Practical	NA
3	BCOM-1101	Mercantile Law	1st	Content Change	Theory	10%
4	BCOM-1102	Introduction to Accounting	1st	Content Change	Theory	12%
5	BECO-1112	Economics	1st	Content Change	Theory	10%
6	BMGT-1102	Principles & Practices of Management	1st	Content Change	Theory	NA
7	BMAT-1107	Business Mathematics	1st	Content Change	Theory	8%
8	BENG-1110	Foundation Course in Communication	1st	Content Change	Theory	20%
9	BCAA-1104	Fundamentals of Computers & Information Technology	1st	Content Change	Theory	10%
10	BEDU1123	Traffic & Road Safety	1st	New	Theory	NA

Second Semester						
11	BEVS-1001	Environmental Science	2 nd	New	Theory	12%
12	BMGT-1201	Human Resource Management	2 nd	Content Change	Theory	NA
13	BCOM-1201	Financial Accounting	2 nd	Content Change	Theory	15%
14	BMGT-1202	Marketing Management	2 nd	Content Change	Theory	18%
15	BECO-1212	Economics	2 nd	Content Change	Theory	15%
16	BMGT-1203	Fundamentals of Entrepreneurship	2 nd	Content Change	Theory	15%
17	BENG-1205	Business Communication	2 nd	Content Change	Theory	10%
18	BCAA-1204	Advanced Computers Skills	2 nd	Content Change	Theory	14%
19	BMGT-1204	Human Values & Professional Ethics	2 nd	Content Change	Theory	15%
20	BEDU1223	Drug Abuse	2 nd	New	Theory	NA
Third Semester						
21		Soft Skills-II	3rd	New	Practical	NA
22		Business Statistics	3rd	Content Change	Theory	18%
23		Organization Behavior	3rd	Content Change	Theory	15%
24		Financial Analysis of Decision Making	3rd	Content Change	Theory	NA
25		Management Information System	3rd	Content Change	Theory	NA
26		Indian Economic Problems	3rd	Content Change	Theory	NA
27		Business Etiquettes & Corporate Grooming	3rd	Content Change	Theory	10%
Fourth Semester						
28		Consumer Behaviour	4th	Content Change	Theory	10%
29		Training & Development	4th	Content Change	Theory	8%
30		Cost Management	4th	Content Change	Theory	10%

31		Data Analysis & Interpretation	4th	Content Change	Theory	10%
32		Introduction to financial markets	4th	Content Change	Theory	15%
33		Productions & Operations Management	4th	Content Change	Theory	16%
34		Verbal Communication & Presentation Skills	4th	Content Change	Theory	5%
35		Contemporary Issues in Business Management	4th	Content Change	Practical	90%
36		Gender Justice & Women Empowerment	4th	Content Change		5%
<b>Fifth Semester</b>						
37		Soft Skill-III	5th	New	Practical	NA
38		Digital trends in Marketing	5th	New	Theory	NA
39		Business Environment	5th	Content Change	Theory	10%
40		Management of Financial Services	5th	Content Change	Theory	15%
41		Corporate Law	5th	Content Change		10%
42		Services Marketing	5th	Content Change	Theory	10%
43		Introduction to GST	5th	Content Change	Theory	12%
44		Seminar on Summer Training Report	5th	Content Change	Practical	90%
<b>Sixth Semester</b>						
45		Strategic Management	6th	Content Change	Theory	5%
46		Operation Research	6th	Content Change	Theory	10%
47		Advertising and sales Management	6th	Content Change	Theory	10%
48		Research Project	6th	Content Change	Practical	90%
49		Business Leadership Skills	6th	Content Change	Theory	18%

50		Managing Digital Business	6th	Content Change	Theory	10%
51		Retail & Logistics Management	6th	Content Change	Theory	15%
<b>BBA (Hons) : Banking, Finance &amp; Insurance</b>						
<b>Seventh Semester</b>						
52		Fundamentals of Insurance	7th	New	Theory	NA
53		International Finance	7th	New	Theory	NA
54		Mergers & Acquisition	7th	New	Theory	NA
55		Introduction to Investment Analysis and Portfolio Management	7th	New	Theory	NA
56		Workshop on Research Thesis	7th	New	Practical	NA
<b>Eighth Semester</b>						
57		Banking and Indian Financial System	8th	New	Theory	NA
58		Marketing Channels in Insurance & Agency Management	8th	New	Theory	NA
59		Thesis/ Dissertation	8th	New	Practical	NA
<b>BBA (Hons) : Retail &amp; Logistic Management</b>						
<b>Seventh Semester</b>						
60		Internet Marketing & Retail Management	7th	New	Theory	NA
61		Marketing for Entrepreneurship	7th	New	Theory	NA
62		Global Supply Chain Management	7th	New	Theory	NA
63		Sales Promotion Management	7th	New	Theory	NA
64		Workshop on Research Thesis	7th	New	Practical	NA
<b>Eighth Semester</b>						
65		International Retailing	8th	New	Theory	NA
66		Customer Relationship Management & Sales Management	8th	New	Theory	NA

67		Thesis/ Dissertation	8th	New	Practical	NA
<b>Total Theory Content Change</b> (Theory +Practical+ New Subject)						44.3%
<b>Total Theory Content Change BBA(Hons)</b> (Theory +Practical+ New Subject)						48.3%

**Percentage of Change adopted/incorporated in SOS MBA – 2023**

S.No	Content/Subject Changes in terms of Subject	Percentage
1	Total Theory Content Change in terms of Subject(40)	48
2	Total Practical's Content Change in terms of Subject(6)	90
3	Total Subject Change(3)	5
<b>Total Change ( Sum of Theory +Practical+ New Subject)</b>		<b>143</b>
<b>Overall Average Change</b>		<b>47.66%</b>
<b>So, Change in BBA 2023 is</b>		<b>47.66%</b>

S.no	Content/Subject Changes in terms of Subject	Percentage
1	Total Theory Content Change in terms of Subject(40)	48
2	Total Practical's Content Change in terms of Subject(10)	90
3	Total Subject Change(15)	17
<b>Total Change ( Sum of Theory +Practical+ New Subject)</b>		<b>155</b>
<b>Overall Average Change</b>		<b>51.66</b>
<b>So, Change in BBA(Hons) 2023 is</b>		<b>51.66%</b>

**Syllabi Applicable For Admissions in 2023**

**BBA**  
**First Semester**  
**Proposed SOS**  
**2023**

	<b>Batch: 2023</b>	<b>Name of Degree- BBA</b>				
		<b>First Semester Scheme</b>				
<b>Code</b>	<b>Course Type</b>	<b>Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S C</b>
<b>BELE-1001</b>	Uni core	Energy System	2	0	0	0 2
<b>BENG-1001</b>	Uni core	Soft Skills-I	0	0	2	0 1
<b>BCOM-1101</b>	Program core	Mercantile Law	3	0	0	0 3
<b>BCOM-1102</b>	Program core	Introduction to Accounting	3	2	0	0 4
<b>BECO-1112</b>	Program core	Economics	3	2	0	0 4
<b>BMGT-1102</b>	Program core	Principles & Practices of Management	3	0	0	0 3
<b>BMAT-1107</b>	Program elective	Business Mathematics	3	2	0	0 4
<b>BENG-1110</b>	Professional skills	Foundation Course in Communication	2	0	0	0 2
<b>BCAA-1104</b>	Professional skills	Fundamentals of Computers & Information Technology	2	0	2	0 3
		<b>Total</b>	<b>21</b>	<b>6</b>	<b>4</b>	<b>0 26</b>

**BBA**  
**Second Semester**  
**Proposed SOS**



## 2023

		Second Semester Scheme					
Code	Course Type	Course Name	L	T	P	S	C
<b>BEVS-1001</b>	Uni Core	Environmental Science	2	0	0	0	2
<b>BMGT-1201</b>	Program core	Human Resource Management	3	0	0	0	3
<b>BCOM-1201</b>	Program core	Financial Accounting	3	0	2	0	4
<b>BMGT-1202</b>	Program core	Marketing Management	3	0	0	0	3
<b>BECO-1212</b>	Program core	Economics	3	2	0	0	4
<b>BMGT-1203</b>	Program elective	Fundamentals of Entrepreneurship	3	0	0	0	3
<b>BENG-1205</b>	Professional skills	Business Communication	2	0	0	0	2
<b>BCAA-1204</b>	Professional skills	Advanced Computers Skills	2	0	2	0	3
<b>BMGT-1204</b>	Program core	Human Values & Professional Ethics	2	0	0	0	2
		<b>Total</b>	<b>23</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>26</b>

## BBA Third Semester Proposed SOS 2023

		Third Semester Scheme					
Code	Course Type	Course Name	L	T	P	S	C
	Uni core	Soft Skills-II	0	0	2	0	1
	Program core	Business Statistics	3	2	0	0	4
	Program core	Organization Behavior	3	0	0	0	3
	Program core	Financial Analysis of Decision Making	3	2	0	0	4
	Program elective	Management Information System	3	0	0	0	3
	Program elective	Indian Economic Problems	2	0	0	0	2
	Professional skills	Business Etiquettes & Corporate Grooming	2	0	0	0	2
	<b>TOTAL</b>		<b>16</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>19</b>

**Fourth Semester  
Proposed  
SOS 2023**

	Fourth semester scheme						
Code	Course Type	Title	L	T	P	S	C
	Program core	Consumer Behaviour	3	0	0	0	3

	Program core	Training & Development	3	0	0	0	3
	Program core	Cost Management	3	2	0	0	4
	Program core	Data Analysis & Interpretation	3	0	2	0	4
	Program elective	Introduction to financial markets	3	0	0	0	3
	Program elective	Productions & Operations Management	3	0	0	0	3
	Professional skills	Verbal Communication & Presentation Skills	2	0	0	0	2
	Any other	Contemporary Issues in Business Management	2	0	0	0	2
	Any other	Gender Justice & Women Empowerment	2	0	0	0	2
		<b>TOTAL</b>	<b>24</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>26</b>

**BBA**  
**Fifth Semester**  
**Proposed**  
**SOS 2023**

	<b>Sixth semester scheme</b>						
<b>Code</b>	<b>Course Type</b>	<b>Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>C</b>
	Uni Core	Soft Skill-III	0	0	2	0	1
	Uni Open	Digital trends in Marketing	2	0	0	0	2

	Program core	Business Environment	3	0	0	0	3
	Program core	Management of Financial Services	3	0	0	0	3
	Program core	Corporate Law	3	0	0	0	3
	Program specialization	Services Marketing	3	0	0	0	3
	Program specialization	Introduction to GST	3	0	0	0	3
	Training /Internship	Seminar on Summer Training Report	2	0	0	0	2
		<b>TOTAL</b>	<b>19</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>20</b>

**BBA**  
**Sixth Semester**  
**Proposed**  
**SOS 2023**

	Sixth semester scheme						
Code	Course Type	Title	L	T	P	S	C
	Program core	Strategic Management	3	0	0	0	3
	Program core	Operation Research	3	2	0	0	4
	Program core	Advertising and sales Management	3	0	0	0	3
	Research project	Research Project	2	0	0	0	2
	Professional skills	Business Leadership Skills	2	0	0	0	2

	Program specialization	Managing Digital Business	3	0	0	0	3
	Program specialization	Retail & Logistics Management	3	0	0	0	3
		<b>TOTAL</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>20</b>

## **BBA (Hons) : Banking, Finance & Insurance**

### **Seventh Semester**

#### **Proposed SOS 2023**

	<b>Banking, Finance &amp; Insurance</b>						
<b>Code</b>	<b>Course Type</b>	<b>Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>C</b>
	Program specialization	Fundamentals of Insurance	3	0	0	0	3
	Program specialization	International Finance	3	0	0	0	3
	Program specialization	Mergers & Acquisition	3	0	0	0	3
	Program specialization	Introduction to Investment Analysis and Portfolio Management	3	0	0	0	3
	Research Project	Workshop on Literature Review & Thesis Writing	0	0	10	0	5
		<b>TOTAL</b>	<b>12</b>		<b>10</b>	<b>0</b>	<b>17</b>

## **BBA (Hons) : Banking, Finance & Insurance**

### **Eighth Semester**

#### **Proposed SOS 2023**

	<b>Banking, Finance &amp; Insurance</b>						
<b>Code</b>	<b>Course Type</b>	<b>Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>C</b>
	Program specialization	Banking and Indian Financial System	4	0	0	0	4
	Program specialization	Marketing Channels in Insurance & Agency Management	4	0	0	0	4
	Thesis/ Dissertation	Thesis/ Dissertation	0	0	20	0	10
		<b>TOTAL</b>	<b>8</b>		<b>20</b>	<b>0</b>	<b>18</b>

## **BBA (Hons) : Retail & Logistic Management**

### **Seventh Semester**

#### **Proposed SOS 2023**

	<b>Retail &amp; Logistic Management</b>						
<b>Code</b>	<b>Course Type</b>	<b>Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>C</b>
	Program specialization	Internet Marketing & Retail Management	3	0	0	0	3
	Program specialization	Marketing for Entrepreneurship	3	0	0	0	3
	Program specialization	Global Supply Chain Management	3	0	0	0	3
	Program specialization	Marketing of services	3	0	0	0	3
	Research Project	Workshop on Literature Review & Thesis Writing	0	0	10	0	5
		<b>TOTAL</b>	<b>12</b>		<b>10</b>	<b>0</b>	<b>17</b>

## **BBA (Hons) : Retail & Logistic Management**

### **Eighth Semester**

#### **Proposed SOS 2023**

	<b>Retail &amp; Logistic Management</b>						
<b>Code</b>	<b>Course Type</b>	<b>Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>C</b>
	Program specialization	Sales and Logistics Management	4	0	0	0	4
	Program specialization	Customer Relationship Management & Sales Management	4	0	0	0	4
	Thesis/ Dissertation	Thesis/ Dissertation	0	0	20	0	10
		<b>TOTAL</b>	<b>8</b>		<b>20</b>	<b>0</b>	<b>18</b>

	Semester Wise Scheme							
		First Semester Scheme						
Course Code	Course Type	Course Name		L	T	P	S	C



BELE-1001	Uni core	Energy System	2	0	0	0	2
BENG-1001	Uni core	Soft Skills-I	0	0	2	0	1
BCOM-1101	Program core	Mercantile Law	3	0	0	0	3
BCOM-1102	Program core	Introduction to Accounting	3	2	0	0	4
BECO-1112	Program core	Economics	3	2	0	0	4
BMGT-1102	Program core	Principles & Practices of Management	3	0	0	0	3
BMAT-1107	Program elective	Business Mathematics	3	2	0	0	4
BENG-1110	Professional skills	Foundation Course in Communication	2	0	0	0	2
BCAA-1104	Professional skills	Fundamentals of Computers & Information Technology	2	0	2	0	3
BEDU 1123		Traffic & Road Safety					
		<b>Total</b>	<b>21</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>26</b>

**SUBJECT TITLE: Mercantile Law**

**SUBJECT CODE:**

**SEMESTER: I**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3Hrs**

**Objective and outcome of course:**After completing the course, the student shall be able to:

CO1: Understand various provisions of contracts including special contracts and legitimate rights.

CO2: Understand the obligations of buyer and seller for making the business agreements and contracts, understanding of special contracts.

CO3: Know the concepts of negotiable instruments and knowledge about provisions of RTI act.

CO4: Understand the concept and way to safeguard the interest of consumer.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	<b>Law of Contract (1872):</b> Introduction to nature of contract, Classification, Offer and acceptance, Capacity of parties to contract, Free consent; Consideration, Legality of object, Agreement declared void.	15
<b>UNIT-II</b>	<b>Performance of contract;</b> Discharge of contract, remedies for breach of contract; <b>Special Contracts:</b> Contingent contracts; Quasi contracts. Contract of Indemnity & guarantee; Contract of bailment & pledge; <b>Contract of agency.</b>	15
<b>UNIT-III</b>	<b>Cheque:</b> Holder and holder in the due course; Crossing of a cheque , types of crossing. <b>Law of Partnership:</b> Introduction, formation, rights duties, liabilities of partners. <b>Sale of Goods Act 1930:</b> Contract of sale, Meaning and difference between Sale and agreement to Sale, Condition & Warranties, Transfer of ownership in goods including Sale by Non-owners, Performance of Contract of Sale, Unpaid Seller-Meaning & rights of an unpaid seller against the goods and the buyer <b>Consumer protection Act, 2019: Introduction,</b> Objectives, Commencement and application, Definition Salient Features, Grievance redressal machinery	15
<b>UNIT-IV</b>	<b>Negotiable Instruments Act (1881):</b> Description - their Special features. Duties, Reprioritizes of paying, collecting banker. Circumstances under which banker and refuses payment of cheques. Consequences of wrongful distionous, pre cautions while advancing loans against securities, Good real estate, Insurance polities collateral securities. <b>RTI Act,2005: Important provisions</b>	10

**Recommended Books:**

- Aggarwal Rohini, Mercantile & Commercial Laws, Taxmann Allied Services (P) Ltd., New Delhi.
- Desai T.R., Indian Contract Act, Sale of Goods Act and Partnership Act, S.C Sarkar & Sons Pvt. Ltd., Kolkata.
- Kapoor, N.D., Business Law, Sultan Chand & Sons, New Delhi.
- Khergsamwala, I.S., The Negotiable Instrument Act; N.M. Tripathi, Mumbai.
- Kuchhal, M.C., Business Law; Vikas Publishing House, New Delhi.
- Kuchhal, M.C., Kuchhal Vivek, Business & Industrial Laws, Vikas Publishing House Pvt. Ltd., N. Delhi.
- Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.
- Gulshan, Kapoor Business Law including C. Law

- New Age International Pathak, Akhileshwar Legal Aspects of Business, Tata McGraw Hill Education

**Instruction for Question Paper setter:**

**Section-A** consist of 8 Question of 2 Marks each. All questions are compulsory.

**Section-B** consists of 7 Questions of 4 Marks each. Student has to attempt any 6 Questions.

**Section-C** consists of two questions of 10 Marks each. Out of these two one question will have internal choice.

**Videos /SWAYAM courses/MOOC:**

Sr. No.	Name of Author	Course Name and Link
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1.

**Recommended Journals:**

Sr. No.	Name of Journal	Link
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The Sales of goods Act, 1930-Indian Kanoon <https://indiankanoon.org/doc/651105/>

1.

2. BNW Journal <https://bnwjournals.com/2020/05/01/the-sale-of-goods-act-1930/>

3. Journal of Business Law <https://www.law.upenn.edu/journals/jbl/>

4. Indian Business Law Journal <https://law.asia/category/india-business-law-journal/>

Breach and its Remedies.

Special Contracts: Contingent Contracts, Quasi- Contracts, Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency.

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## UNIT- II

The Indian Sale of Goods Act, 1930: Contract of Sale, Meaning and difference between Sale and Agreement to Sell, Conditions and Warranties, Transfer of Ownership in Goods including Sale by Non- Owners, Performance of Contract of Sale, Unpaid Seller- Meaning and Rights of An Unpaid Seller against the Goods and the Buyer

The Consumer Protection Act, 2019: Introduction, Objectives Commencement & Application, Definitions, Salient Features, Grievance Redressal Machinery.

**Practical Work:** How to file an application under Consumer Protection Act

Activate Window  
Go to Settings to act

Osmania  
University,  
Hyderabad

### UNIT - I : INTRODUCTION TO BANKING :

Evolution of Commercial Banking in India, Definition of Banker, Customer, Functions of Reserve Bank and Commercial Bank. Emerging role of bankers and Role of Banks in Economic development, Reforms in banking sector, Global financial crisis & Indian banking sector.

### UNIT - II : RBI AND TYPES OF BANKS :

RBI, Constitution, Organizational structure Management, Objectives, Functions, monetary Policy. Dist Cooperative Central Bank, RRB, NABARD, IDBI, SIDBI, Development Banks.

### UNIT - III : NEGOTIABLE INSTRUMENTS :

Description - their Special features. Duties, Reprioritizes of paying, collecting banker. Circumstances under which banker and refuses payment of cheques. Consequences of wrongful dishonour, pre cautions while advancing loans against securities, Good real estate, Insurance policies collateral securities.

### UNIT - IV : CUSTOMER RELATIONSHIP IN BANKS :

Banking Customers Relationship, Procedure for opening account difference types of loans, advances, operation of banking cheques crossing, endorsements. Types and rules of wrong principles of sound lending.

**SUBJECT TITLE: Introduction to Accounting**

**SUBJECT CODE:**

**SEMESTER: I**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** The aim is to provide an understanding of the basic principles of accounting and their application in business. The course is designed to make the student familiar with generally accepted accounting principles of financial accounting and their applications in business organizations excluding corporate entities.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping, Terms used in accounting, users of accounting information and limitations of Financial Accounting. Conceptual Frame work: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India.	10
<b>UNIT-II</b>	Recording of Transactions: Voucher System;- Accounting Process, Journal, Ledger, Trial Balance Subsidiary Books, Cash Book, Bank Reconciliation Statement. Depreciation: Concept, Features, Causes, factors affecting depreciation. Other similar terms: Depletion and Amortisation. Methods of Depreciation: Straight Line Method (SLM) Written Down Value Method (WDV) (Excluding change of method), Difference between SLM and WDV; Advantages of SLM and	20
<b>UNIT-III</b>	Preparation of Final Accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business. Partnership Accounts: Admission of partner; retirement of partner and dissolution of a partnership firm.	20
<b>UNIT-IV</b>	Branch Accounting: Dependent and Independent Branches (Excluding Foreign Branches). Departmental Accounting: Meaning, Needs, Advantages, Apportionment of Expenses, Inter Departmental Transfers and Provision for Unrealised Profit.	10

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 mark each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

# Recommended Study Materials

## Recommended Text Books :

S.No.	Name of Author	Title
1	P.C. Tulsian	Financial Accounting, S.Chand and Sons
2	Shukla and Grewal	Advanced Accounting, S. Chand Publication, New Delhi.
3	R.L. Gupta and V.K. Gupta	Advanced Accounting, Sultan Chand Publication, New Delhi.
4	Grewal, T S	Introduction to Accounting , Sultan Chand & Co. , New Delhi.
5	Ghosh T P	Financial Accounting for Managers, Taxmann Allied Services (P) Ltd., New Delhi

## Recommended Reference Books :

S.No.	Name of Author	Title
1	Charles T Horngren, G. L. Sundem, John A. Elliot and Donna R Philbrick	Introduction to Financial Accounting, Pearson.
2	Sehgal, Ashok & Deepak Sehgal	Fundamentals of Financial Accounting. Taxmann, New Delhi.
3	Bhattacharya, Asish K	Financial Accounting for Business Managers, Prentice Hall of India
4	Robert, L. Hurt	Accounting Information Systems: Basic Concepts and Current Issues, McGraw Hill.
5	Khatri, Dhanesh	“Financial Accounting” Tata McGraw-Hill, New Delhi.

## Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	C.S. Dr. Manish Sitlani Devi Ahilya Viswavidyalaya, Indore	<a href="https://onlinecourses.swayam2.ac.in/cec19_cm04/preview">https://onlinecourses.swayam2.ac.in/cec19_cm04/preview</a>
2	Prof. CA. Varadraj Bapat IIT Bombay	<a href="https://onlinecourses.nptel.ac.in/noc19_mg37/preview">https://onlinecourses.nptel.ac.in/noc19_mg37/preview</a>

**Recommended Journals :**

S.No.	Name of Author	Name & Link
1	Dr. Rahul Tapria ,Dr. Mangu Ram	Accounting theory: concept and importance <a href="https://www.inspirajournals.com/uploads/Issues/1136878387.pdf">https://www.inspirajournals.com/uploads/Issues/1136878387.pdf</a>

Name of Journals	Link
The Journal of Accounting Research	<a href="https://onlinelibrary.wiley.com/journal/1475679x">https://onlinelibrary.wiley.com/journal/1475679x</a>
Accounting Research Journal	<a href="https://www.emerald.com/insight/publication/issn/1030-9616">https://www.emerald.com/insight/publication/issn/1030-9616</a>
International Journal of Education, Modern Management, Applied Science & Social Science (IJEMMASSS)	<a href="https://www.inspirajournals.com/IJEMMASSS-2">https://www.inspirajournals.com/IJEMMASSS-2</a>
Basic and Applied Accounting Research Journal (BAARJ)	<a href="https://baarjournal.org/index.php/baarj">https://baarjournal.org/index.php/baarj</a>

**Source : PANJAB UNIVERSITY**

<file:///C:/Documents%20and%20Settings/xp/Desktop/B.COM%20PU.pdf>

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financial accounting and to impart skills for recording various kinds of business transactions.

**UNIT – I**

Generally Accepted Accounting Principles (GAAP): Accounting Concepts and Conventions: their Nature, Purposes and Limitations. Introduction to Accounting Software and Tally.

Financial Statements of Sole Proprietor and Partnership Firm (with adjustments): Income Statement, Balance Sheet

**Branch Accounting: Dependent and Independent Branches (Excluding Foreign Branches).**

**Departmental Accounting: Meaning, Needs, Advantages, Apportionment of Expenses, Inter**

**Departmental Transfers and Provision for Unrealised Profit.**

**UNIT – II**

Accounting for Consignment.

Accounting for Joint Venture.

Accounting for Dissolution of Partnership Firm; Insolvency of Partners(excluding Sale to a Company) and Piecemeal Distribution.

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**Source : DELHI UNIVERSITY**

[http://www.du.ac.in/uploads/Revi\\_syll\\_19082019/19082019\\_31\\_July\\_Final\\_B.Com\\_hons\\_SYLLABUS.pdf](http://www.du.ac.in/uploads/Revi_syll_19082019/19082019_31_July_Final_B.Com_hons_SYLLABUS.pdf)

**Page No. : 119-120**

B.Com.(Hons) CBCS

Department of Commerce, University of Delhi

Depreciation: Concept, Features, Causes, factors affecting depreciation. Other similar terms: Depletion and Amortisation. Methods of Depreciation: Straight Line Method (SLM) Written Down Value Method (WDV) (Excluding change of method), Difference between SLM and WDV; Advantages of SLM and WDV

Inventory Valuation: Meaning, Significance of inventory Valuation, Inventory record systems: Periodic and perpetual, Methods: FIFO, LIFO and Weighted Average

#### **UNIT 4: Financial Statements of companies**

Understanding and reading financial statement of companies

#### **UNIT 5: Financial Statement Analysis**

Objectives, importance and limitations, Accounting Ratios: Meaning, Objectives, classification and computation. (Simple numerical only)

**Source : JAMIA MILLIA ISLAMIA UNIVERSITY**

[https://www.jmi.ac.in/upload/programme/cs\\_fss\\_cbs\\_bba.pdf](https://www.jmi.ac.in/upload/programme/cs_fss_cbs_bba.pdf)

Page No. :4-5

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Accounts, Types of books, Journal, Preparation of Ledger Accounts, Opening and closing entries; Preparation of Trial Balance; Preparation of Final Accounts - Trading Account, Profit & Loss Account and Balance sheet, Adjustment Entries.

#### **UNIT- II**

**Depreciation Accounting:** Introduction to accounting standards related to Revenue recognition; Accounting for fixed assets (AS9) and Depreciation (AS6); Methods of depreciation.

**Partnership Accounts:** Admission of partner; retirement of partner and dissolution of a partnership firm.

#### **UNIT- III**

**Financial Statement Analysis:** Financial ratios; Analysis of ratios from the perspective of Stakeholders like investors; Lenders and Short term Creditor; Hire Purchase and Branch Accounts.

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**SUBJECT TITLE: Introduction to Accounting**

**SUBJECT CODE:**

**SEMESTER: I**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
4	2	-	5

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:**After completing the course, the student shall be able to:

CO1: Understand concept and process of financial accounting.

CO2: Understand the concept of depreciation and method of charging depreciation and recording in books of accounts.

CO3: Know the difference between capital & revenue transaction and preparation of final accounts of a sole proprietorship business along with special adjustments.

CO4: Understand the concept of accounting standards and its uses.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Introduction: Financial Accounting-definition and scope, objectives of financial accounting, Accounting v/s Book keeping, Terms used in accounting, users of accounting information and limitations of financial Accounting. Conceptual Framework: accounting concepts, Principles and Conventions,	10
UNIT-II	The Accounting Equation Rules of Debit and Credit,Recording of transactions: Voucher system;- Accounting Process, Journal, Subsidiary books: Cash book, Ledger, Trial balance,Bank Reconciliation Statement.Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation (WDV &SLM).	20
UNIT-III	Capital expenditure and receipts, Revenue expenditure and receipts, Deferred revenue expenditure Preparation of Final accounts: preparation of trading and profit & loss account and balance sheet of sole proprietary business.Introduction to Company Final accounts: Important provisions of Companies Act,1956 in respect of preparation of final accounts of a company.With adjustments	20
UNIT-IV	Computerised Accounting: Computers and its application in accounting. Accounting software package (Tally)Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB.	10

Instruction for Question Paper setter:

Section-A consist of 8 Question of 2 Marks each. All questions are compulsory.

Section-B consists of 7 Questions of 4 Marks each. Student has to attempt any 6 Questions.

Section-C consists of two questions of 10 Marks each. Out of these two one question will have internal choice

**Recommended Books:**

1. Gupta, Ambrish, "Financial Accounting for Management: An Analytical Perspective", Pearson Education, New Delhi.
2. Khatri, Dhanesh, "Financial Accounting" Tata McGraw-Hill, New Delhi.
3. Horngren, Charles T., Sundem, Galt I, Elliot, John A. Philbrick, Donna R. , "Introduction to Financial Accounting", Prentice Hall New Delhi.
4. Ramachandran, N and Kakani, Ram, "Financial Accounting for Management", Tata McGraw-Hill, New Delhi.

**Videos /SWAYAM courses/MOOC:**

Sr. No.	Name of Author	Course Name and Link
1.	Dr. N. Rajendra Prasad	<a href="https://onlinecourses.swayam2.ac.in/nou22_cm18/preview">https://onlinecourses.swayam2.ac.in/nou22_cm18/preview</a>

**Recommended Journals:**

Sr. No.	Name of Journal	Link
1.	Indian Pacific Journal for Accounting and Finance	<a href="http://ipjaf.omjpalpa.com/index.php/ipjaf">http://ipjaf.omjpalpa.com/index.php/ipjaf</a>
2.	MUDRA: Journal of Finance and Accounting	<a href="https://www.journalpressindia.com/mudra-journal-of-finance-and-accounting">https://www.journalpressindia.com/mudra-journal-of-finance-and-accounting</a>
3.	Journal of Accounting, Auditing & Finance	<a href="https://in.sagepub.com/en-in/sas/journal/journal-accounting-auditing-finance">https://in.sagepub.com/en-in/sas/journal/journal-accounting-auditing-finance</a>
4.	Indian Journal of Accounting	<a href="https://indianaccounting.org/pastissues.php">https://indianaccounting.org/pastissues.php</a>
5.	The Institute of chartered accountants of India	<a href="https://www.icaai.org/post/students-journal-archives">https://www.icaai.org/post/students-journal-archives</a>

- Understanding of financial distress or bankruptcy prediction and how to analyse management quality means the concept of beyond balance sheet.

**Course Contents:**

**Unit I**

**(3 Weeks)**

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Need for Generally Accepted Accounting Principles. Basic Concepts and Conventions: Business Entity, Dual Aspect, Going Concern, Accounting Period, Money Measurement, Accrual, Disclosure, Materiality, Consistency, and Conservatism. **The Accounting Equation.** Understanding Assets, Liabilities, Revenues, and Expenses. **Understanding Capital Expenditure, Revenue Expenditure, Deferred Revenue Expenditure, Capital Receipts, and Revenue Receipts.** Nature of Accounts and **Rules of Debit and Credit.** Recording Transactions in General Journal. Journal entries passed for accounting of GST. Recording Transactions in three-column Cash Book. Preparation of Ledger Accounts. Opening and Closing Entries. Preparation of Trial Balance.

**References:**

Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd., Delhi [Chapter 1,2,3and 4]

Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi. [1,2,3,4 and5]

Maheshwari S. N., Maheshwari Sunil K., and Maheshwari Sharad K, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd. (Chapter No. 1 to 6)

**UNIT - I : INTRODUCTION TO FINANCIAL ACCOUNTING :**

Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information; Accounting Principles, Accounting Concepts, Principles and Conventions – Generally Accepted Accounting Principles (GAAP); Nature of Accounts

**UNIT - II : TYPES OF BOOKS (PRIMARY AND SECONDARY) :**

The Accounting Equation Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; ledger balancing; Opening and Closing Entries, Preparation of Trial Balance.

**UNIT - III : PREPARATION OF FINANCIAL STATEMENTS :**

Trading Account, Profit & Loss Account and Balance Sheet, **Adjustment Entries**, Understanding contents of financial statements of a joint stock company as per the Companies Act 2013.

**UNIT - IV : FINANCIAL STATEMENT ANALYSIS USING RATIOS :**

Objective of financial statement analysis, sources of information, Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios- Liquidity Ratios, Solvency Ratios, Profitability Ratios and Turnover Ratios; Limitation of ratio analysis.

**UNIT – V : INDIAN ACCOUNTING STANDARDS (IND-AS) :**

Concept, benefits, procedure for issuing Ind- AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB.

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## **FINANCIAL ACCOUNTING**

### **OBJECTIVE :**

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

### **UNIT - I : INTRODUCTION TO FINANCIAL ACCOUNTING :**

Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information; Accounting Principles, Accounting Concepts, Principles and Conventions – Generally Accepted Accounting Principles (GAAP); Nature of Accounts

### **UNIT - II : TYPES OF BOOKS (PRIMARY AND SECONDARY) :**

The Accounting Equation Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; ledger balancing; Opening and Closing Entries, Preparation of Trial Balance.

### **UNIT - III : PREPARATION OF FINANCIAL STATEMENTS :**

Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, Understanding contents of financial statements of a joint stock company as per the Companies Act 2013.

### **UNIT - IV : FINANCIAL STATEMENT ANALYSIS USING RATIOS :**

Objective of financial statement analysis, sources of information, Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios- Liquidity Ratios, Solvency Ratios, Profitability Ratios and Turnover Ratios; Limitation of ratio analysis.

### **UNIT – V : INDIAN ACCOUNTING STANDARDS (IND-AS) :**

Concept, benefits, procedure for issuing Ind- AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB.

**SUBJECT TITLE:** Economics

**SUBJECT CODE:** BECO-1112

**SEMESTER:** I

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** This course will cover the area of economics commonly defined as microeconomics encompassing individual parts of the economy such as individual firms or industries, individual consumers, and individual products.

### **Contents of Syllabus:**

Units	Contents	Contact Hours
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Unit I	<b>Nature and Scope of Micro Economics;</b> Consumer equilibrium; <b>Utility Approach:</b> Law of Diminishing Marginal Utility and Law of Equi-Marginal Utility; <b>Indifference Curve Approach:</b> Consumer Equilibrium; Income. Price and Substitution Effect, <b>Indifference curve theory and its application to tax choice.</b> <b>Revealed Preference Theory;</b> Meaning of Demand and Its Types.	<b>15</b>
Unit II	<b>Law of Demand;</b> Derivation of Law of Demand. Elasticity of Demand: its measurement: Price, Income and Cross Elasticity of Demand. <b>Supply: Determinants, Law of Supply and Elasticity of Supply.</b> <b>Theory of Production:</b> Law of Variable Proportion: Total; Average and Marginal. Returns to Scale.	<b>15</b>
Unit III	<b>Theory of Cost:</b> Short and Long Period Costs, Concepts of Total Cost, Marginal and Average Cost. Concept of Revenue: Total Revenue; Average Revenue; Relationship between Average and Marginal Revenue and Elasticity of Demand: Break Even Analysis and Profit Forecasting in Short Run.	<b>15</b>
Unit Iv	<b>Perfect competition:</b> Basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry; <b>Monopoly:</b> Basic features, short run equilibrium, long run equilibrium; price discrimination; <b>Monopolistic competition:</b> basic Features, short run equilibrium, long run equilibrium; <b>Oligopoly:</b> Kinked demand curve model.  Equilibrium of Firm and Industry: Perfect Competition; Assumptions; Price Determination; Monopoly; Concept; Assumption; Price Determination; Monopoly Power, Control and Regulation; Discriminating Monopoly.	<b>10</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
<b>1</b>	Dwivedi, D.N.	Managerial Economics, 7th Edition, Vikas Publishing House
<b>2</b>	Mote V .L., Paul, S & G.S. Gupta	Managerial Economics, Tata McGraw-Hill, New Delhi.
<b>3</b>	Barry Keating and J. Holton Wilson	Managerial Economics, Biztantra.
<b>4</b>	Peterson, L. and Jain.	Managerial Economics, 4th Edition, Pearson Education

#### Recommended Reference Books:

S.no	Name of Author	Title
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<b>1</b>	<b>Dominick Salvatore</b>	<b>Principles of Microeconomics (5th Edition). Oxford University Press.</b>
<b>2</b>	<b>Pindyck, Rubinfeld and Mehta</b>	<b>Micro Economics (7th Edition). Pearson.</b>

**Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
<b>1</b>	An Introduction to Microeconomics	<a href="https://onlinecourses.nptel.ac.in/noc23_hs44/preview">https://onlinecourses.nptel.ac.in/noc23_hs44/preview</a>
<b>2</b>	Supply, demand, and market equilibrium	<a href="https://www.khanacademy.org/economics-finance-domain/microeconomics/supply-demand-equilibrium">https://www.khanacademy.org/economics-finance-domain/microeconomics/supply-demand-equilibrium</a>
<b>3</b>	Foundation Course in Managerial Economics	<a href="https://onlinecourses.nptel.ac.in/noc23_mg43/preview">https://onlinecourses.nptel.ac.in/noc23_mg43/preview</a>

**Recommended Journals:**

S.no	Name of Author	Name and link
<b>1</b>	Liu Ming, Tunay I. Tunca	Consumer Equilibrium, Demand Effects, and Efficiency in Group Buying. <a href="https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3352047">https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3352047</a>
Name of Journal		Link
<b>Quarterly Journal of Economics</b>		<a href="https://www.openaccessjournal.com/journal/601/Quarterly-journal-of-economics">https://www.openaccessjournal.com/journal/601/Quarterly-journal-of-economics</a>
<b>Journal of International Economics</b>		<a href="https://www.openaccessjournal.com/journal/404/Journal-of-international-economics">https://www.openaccessjournal.com/journal/404/Journal-of-international-economics</a>
<b>Journal of Accounting and Economics</b>		<a href="https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics">https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics</a>

**Panjab University, BBA (Font in Pink)**

(Link: <https://www.puchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211365912> )

## **BBA106: ESSENTIALS OF BUSINESS ECONOMICS - I**

**Objective:** To study the basic concepts of micro and macroeconomics relevant for Business decision making and helping them to understand the application of economic principles in business management.

### **UNIT – I**

Micro vs. Macro Economics

Fundamental Concepts used in Business Decision Making: Opportunity Cost, Marginal Principle, Incremental Principle Contribution Analysis, Equi Marginal Principle.

Theory of Demand, Law of Demand, Movement Along vs. Shift in Demand Curve.

Concept of Elasticity of Demand, Types of Elasticity of Demand (Price income and Cross),

Factors Affecting Elasticity of Demand.

Measurement of Elasticity of Demand

Demand Forecasting: Need, Objectives and Methods.

**Supply: Determinants, Law of Supply and Elasticity of Supply.**

Theory of Production: Meaning and Concept of Production, Factors of Production and Production Function with One Variable Inputs, Production Function and Technological Progress.

Law of Variable Proportions, Returns to a Scale.



Amity University, Noida (Font in Green)

(Link: (Link: <https://management.ind.in/forum/attachments/f2/19179d1434457427-amity-university-noida-bba-syllabus-bba-syllabus-amity-university-noida.pdf> )

## MICRO ECONOMICS FOR BUSINESS

Course Code: BBA 103

Credit Units: 04

### Course Objective:

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decision taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

### Course Contents:

#### Module I: Demand & Supply Analysis

Demand, Law of demand, individual demand, Market demand, Determinants of demand, change in quantity demanded versus change in demand, Concept of income elasticity of demand, Price elasticity of demand and cross price elasticity of demand, Revenue concepts. Supply, law of supply, determinants of supply, elasticity of supply, market equilibrium.

#### Module II: Theory of Consumer Behaviour

Marginal utility theory, Indifference curve theory and its application to tax choice, Consumer's surplus.

#### Module III: Theory of Production & Cost

Production with one variable input, Production and optimal input proportions, two variable inputs, Law of variable proportions and law of return to scale, Cost Concepts, Theory of costs in short run and long run.

Delhi University, BBA (Font in Blue)

(Link: [http://www.du.ac.in/uploads/RevisedSyllabi/Annexure-129%20updated%20BBA\(FIA\)%20Revised%20Syllabus%202019%20\(Final\).pdf](http://www.du.ac.in/uploads/RevisedSyllabi/Annexure-129%20updated%20BBA(FIA)%20Revised%20Syllabus%202019%20(Final).pdf) )

## MANAGERIAL ECONOMICS

### Unit III

(4 weeks)

Optimizing behaviour in short run: product curves, law of diminishing margin productivity, stages of production; optimizing behaviour in long run: isoquants, isocost line, optimal combination of resources; traditional theory of cost: short run and long run; modern theory of cost: short run and long run; economies of scale and scope.

#### References:

Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press (Chapter 7 and Chapter 8)

### Unit IV

(4 weeks)

Perfect competition: basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes; monopoly: basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly, price discrimination; multiplant monopoly; monopolistic competition: basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity; oligopoly: Cournot's model, kinked demand curve model, dominant price leadership model; Game Theory; Oligopolistic behavior: dominant strategy, Nash equilibrium, business dilemma, pure strategy, mixed strategy, pure strategy equilibrium, mixed strategy equilibrium

**Topics Replaced/ Deleted (Font in Red):**

**Unit II:** Physical Product; Production Possibility Curve, Marginal Rate of Technical Substitution  
(Reason: From an under graduation perspective, the introduction to the concept of supply and its laws was needed and hence, the same has been added in a replacement of this topic)

**SUBJECT TITLE: Principles & Practices of Management**

**SUBJECT CODE: BMGT-1104**

**SEMESTER: I**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Management: Meaning and definition, nature, purpose, scope, importance and functions, Management as art, science and profession, Principles of management, Scientific Management. Evolution of Management Thought: Contribution of F.W. Taylor, Henri Fayol, Elton Mayo & Peter Drucker to the management thought.	<b>10</b>
<b>UNIT-II</b>	Management Techniques: Management by Objective, Meaning, Process, Benefits, And Weakness. Planning: Meaning, Significance, Types of plans, Nature, Elements: Objectives, Policies, Rules, Procedure, Strategy, Organizing: Meaning, Nature and Purpose of organization, Forms of organization: Line, Functional and	<b>15</b>

	Line and Staff, Formal and informal organization.	
<b>UNIT-III</b>	Delegation, Span of Management: Factors determining effective span. Departmentation: Definition, Departmentation by function, Territory, Product/service, Customer group and matrix organization, Centralization and Decentralization. Authority: Definition, types, responsibility and accountability, delegation; definition, steps in delegation.	<b>15</b>
<b>UNIT-IV</b>	Staffing: Meaning, nature and functions of HRM, Significance of staffing, Recruitment process, Selection process, Controlling: Meaning, nature, importance, scope, principles, prerequisites, steps, limitations and techniques. <b>Coordination : meaning Concepts, Importance, Internal – External Coordination.</b>  <b>Management in Perspective (A Brief Overview) Management of Strategic Change, Knowledge Management, Learning Organization, Managing Diversity.</b>	<b>10</b>

#### **Recommended Books:**

1. Robbins, S.P., & Coulter, M.K., “Management”, Pearson Education Inc., New Delhi.
2. Gupta, Meenakshi, “Principles of Management”, PHI Learning Pvt. Ltd., New Delhi.
3. Koontz, H., Weihrich, H., & Aryasri, A.R., “Essentials of Management”, Tata McGraw-Hill, New Delhi.
4. Aswathapa, K. “Essential of Business Administration”, Himalaya Publishing House, Mumbai.

#### **Course Outcome:**

- Acquire the basic knowledge on nature, scope and functions of management and the various theories pertaining to it along with Management in Perspective.
- Familiarize the concept of planning and the various types of plan under it along with the concept of organizing and its different structures.
- Highlight the various terminologies pertaining to delegation, decentralization, centralization along with the factors affecting them enabling the students to have a practical viewpoint on responsibilities and authorities.
- Emphasize upon the concept of fulfilling human resource in an organisation using the concept of selection and staffing, along with the various aspects relating to controlling and coordination its need in an organization

**Punjab University , CHD**

Link: <https://puchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202202435612>

Percentage Change in syllabus: 6%

**SUBJECT TITLE: BUSINESS MATHEMATICS**

**SUBJECT CODE: BMAT-1107**

**SEMESTER: I**

**CONTACT HOURS / WEEK:**

Lecture(L)	Tutorial(T)	Practical(P)	Credit(C)
4	2	-	5

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** This course provides complete skill to understand basic function of mathematics and their use in Business and Finance. After completing the course, Students will be able to solve business and finance problems.

**Contents of syllabus:**

Sr.No:	PUNJABI UNIVERSITY	MRSPTU	PROPOSED SYLLABUS
<b>UNIT I</b>	<p>Functions: Introduction, Characteristics of a Function, Linear Function, Exponential Function, Logarithmic Function.</p> <p>Matrices: Introduction, Types of Matrices, Operations on Matrices, Transpose and Inverse of a Matrix. Solutions of a System of Linear Equations: Cramer's Rule and Matrix Inverse Method.</p> <p>Differentiation: Concept of Limit, Simple Derivatives Excluding Trigonometric Functions; Partial Differentiation, Homogenous Functions. Euler's Theorem, Applications of Differentiation in Business. Maxima and Minima of up to Two Independent Variables.</p>	<p>Matrices: Definition of Matrix, Equality of Matrices, Types of Matrices, Scalar Multiplications, Operation on Matrices, Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Determinants: Introduction, Minors &amp; Cofactors, Adjoint of a Matrix, Inverse of Matrix, Application of Matrices in Solving System of Linear Equations, Using Cramer's Rule and Matrix Inversion Method</p>	<p><b>Matrices and Determinants:</b></p> <p>Definition of Matrix, Equality of Matrices, Types of Matrices, Scalar Multiplications, Operation on Matrices, Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Determinants: Introduction, Minors &amp; Cofactors, Adjoint of a Matrix, Inverse of Matrix, Application of Matrices in Solving System of Linear Equations, Using Cramer's Rule and Matrix Inversion Method</p>
<b>UNIT II</b>	<p>Linear Programming: Graphic and Simplex Methods; Transportation Problem : Methods and Tests; Assignment Problem</p>	<p>Binomial Theorem: Introduction, Based on Binomial Theorem, General Term, Particular</p>	<p><b>Functions and Logarithms:</b> Introduction, Characteristics of a Function, Linear Function, Exponential Function, Definition of Logarithmic</p>

and Game Theory.

Terms, Middle Term, Function, Fundamental Binomial Theorem for any Index, Applications of Binomial Theorem. Logarithms: Definition, Fundamental Properties of Logarithms with Proofs, Base Changing Formula with Proof, Problem Solving without using Log Table, Application of Logarithms in Solving Problem Based on Compound Interest, Depreciation and Population Growth using Log Tables.

Sr.No:	MRSPTU	PROPOSED SYLLABUS
<b>UNIT III</b>	Derivatives: Definition of Derivatives, Derivative from First Principle, Derivative of Sum, Difference, Product and Quotient of Two Functions, Chain Rule, Derivative of Parametric Equations, Differentiation of One Function w.r.t. Another Function, Implicit Functions, Logarithmic Differentiation, Derivative of Second Order, Application of Derivatives Maxima and Minima.	<b>Derivatives:</b> Definition of Derivatives, Derivative from First Principle, Derivative of Sum, Difference, Product and Quotient of Two Functions, Chain Rule, Derivative of Parametric Equations, Differentiation of One Function w.r.t. Another Function, Implicit Functions, Logarithmic Differentiation, Derivative of Second Order, Application of Derivatives Maxima and Minima.
<b>UNIT IV</b>	Indefinite Integrals: Definition, Integrals of Elementary Functions Definite Integrals: Definitions,	<b>Indefinite Integrals:</b> Definition, Integrals of

its Properties, Simple Problems of Applications of Definite Integrals	Elementary Functions Definite Integrals: Definitions, its Properties, Simple Problems of Applications of Definite Integrals
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## Recommended Study Materials

### Recommended Text & Reference Books:

S.No:	Name of the author	Title
1	M. Raghavachari	‘Mathematics for Management’, McGraw Hill Education.
2	Cleaves, Cheryl, and Hobbs, Margie	‘Business Mathematics’, 7 th Edn., Prentice Hall
3	Charles D. Miller, Stanlay A. Saltzman	‘Business Mathematics’, Pearson Education
4	Ajay Goel and Alka Goel	Mathematics and Statistics (Taxmann’s)
5	Trivedi	‘Business Mathematics’, 1st Edn., Pearson Education
6	Qazi Zameeruddin, et al.	Business Mathematics ( Vikas)
7	Sncheti and Kapoor	‘Business Mathematics’, Sultan Chand and Sons.
8	Khan, Shadab	, ‘A Text Book of Business Mathematics’, Anmol Publication.

### Recommended Journals:

[https://www.researchgate.net/publication/281838644 An Introduction to Business Mathematics](https://www.researchgate.net/publication/281838644)

[https://www.researchgate.net/publication/349310404 Business Mathematics A Contemporary issues of Managing Business Operations and Business Deals in the World Economy](https://www.researchgate.net/publication/349310404)

[https://www.mdpi.com/journal/mathematics/special issues/Business Economics Mathematics](https://www.mdpi.com/journal/mathematics/special%20issues/Business%20Economics%20Mathematics)

[https://www.researchgate.net/publication/274387351 Mathematics and Modern Business Management](https://www.researchgate.net/publication/274387351)

[https://www.academia.edu/35219921/application of mathematics in business](https://www.academia.edu/35219921/application_of_mathematics_in_business)

**BBA-103: BUSINESS MATHEMATICS**

Time Allowed: 3 Hrs.

Max Marks: 100

Theory: 60

Internal Assessment: 40

**Instructions for Paper-setters/Examiners**

The question paper covering the entire course shall be divided into three sections as follows:

**Section-A**

It will consist of four essay type questions (two numerical and two theoretical) set by the examiner from Part-I and the candidate shall be required to attempt two. Each question shall carry ten marks; total weight of the section is 20 marks.

**Section-B**

It will consist of four essay type questions (two numerical and two theoretical) set by the examiner from Part-I and the candidate shall be required to attempt two. Each question shall carry ten marks; total weight of the section is 20 marks.

**Section- C**

It will consist of ten short answer questions. All questions are compulsory. Each question shall carry two marks; total weight of the section is 20 marks.

**Course Input :**

**Part-I**

**Functions:** Introduction, Characteristics of a Function, Linear Function, Exponential Function, Logarithmic Function.

**Matrices:** Introduction, Types of Matrices, Operations on Matrices, Transpose and Inverse of a Matrix. Solutions of a System of Linear Equations: Cramer's Rule and Matrix Inverse Method.

**Differentiation:** Concept of Limit, Simple Derivatives Excluding Trigonometric Functions; Partial Differentiation, Homogenous Functions, Euler's Theorem, Applications of Differentiation in Business. Maxima and Minima of up to Two Independent Variables.

**Part-II**

Linear Programming: Graphic and Simplex Methods; Transportation Problem : Methods and Tests; Assignment Problem and Game Theory.

**Recommended Readings:**

1. Ajay Goel and Alka Goel : Mathematics and Statistics (Taxmann's)
2. Qazi Zameeruddin, et al. : Business Mathematics (Vikas)
3. G.S. Monga : Mathematics for Management and Economics (Vikas)
4. Tara Yamane : Mathematics for Economists (Prentice-Hall)
5. Render and Stair : Quantitative Analysis for Management



## MRSPTU BBA SYLLABUS 2016 BATCH ONWARDS

MATHEMATICS		
Subject Code: BMAT0-211	L T P C 4 0 0 4	Duration: 45 Hrs

**Learning Objectives:** This mathematics course emphasis the mathematics required general business processes. This course is designed to prepared students for mathematical analytical applications required in subsequent business and economic courses. This covers those topics which can be used in day to day business transactions and covers mathematical processes and techniques currently used in the fields of business and finance

### UNIT- I (11 Hrs.)

**Matrices:** Definition of Matrix, Equality of Matrices, Types of Matrices, Sc Multiplications, Operation on Matrices, Transpose of Matrices, Symmetric and Sl Symmetric Matrices,

**Determinants:** Introduction, Minors & Cofactors, Adjoint of a Matrix, Inverse of Matrix, Application of Matrices in Solving System of Linear Equations, Using Cramer's Rule : Matrix Inversion Method

### UNIT-II (12 Hrs.)

**Binomial Theorem:** Introduction, Problems Based on Binomial Theorem, General Te Particular Terms, Middle Term, Binomial Theorem for any Index, Applications of Binon Theorem.

**Logarithms:** Definition, Fundamental Properties of Logarithms with Proofs, Base Chang Formula with Proof, Problem Solving without using Log Table, Application of Logarithm Solving Problem Based on Compound Interest, Depreciation and Population Growth us Log Tables.

### UNIT- III (12 Hrs.)

**Derivatives:** Definition of Derivatives, Derivative from First Principle, Derivative of S Difference, Product and Quotient of Two Functions, Chain Rule, Derivative of Parame Equations, Differentiation of One Function w.r.t. Another Function, Implicit Functi Logarithmic Differentiation, Derivative of Second Order, Application of Derivatv Maxima and Minima.

### UNIT- IV (10 Hrs.)

**Indefinite Integrals:** Definition, Integrals of Elementary Functions

**Definite Integrals:** Definitions, its Properties, Simple Problems of Applications of Definit Integrals

**Learning Outcomes:** Upon successful completion, students should be able to apprec business mathematics concepts that are encountered in the real world, understand and be a to communicate the underlying business concepts and mathematics involved to help ano person gain insight into the situation.

### Recommended Books

1. M. Raghavachari, 'Mathematics for Management', McGraw Hill Education.
2. Cleaves, Cheryl, and Hobbs, Margie, 'Business Mathematics', 7<sup>th</sup> Edn., Prentice Hall.
3. Charles D. Miller, Stanley A. Saltzman, 'Business Mathematics', Pearson Education.
4. Trivedi, 'Business Mathematics', 1<sup>st</sup> Edn., Pearson Education.
5. Sncheti and Kapoor, 'Business Mathematics', Sultan Chand and Sons.
6. Khan, Shadab, 'A Text Book of Business Mathematics', Anmol Publication.

## Actual Representation for students

**SUBJECT TITLE: BUSINESS MATHEMATICS**

**SUBJECT CODE: BMAT-1107**

**SEMESTER: I**

**CONTACT HOURS / WEEK:**

Lecture(L)	Tutorial(T)	Practical(P)	Credit(C)
4	2	-	5

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** This math course focuses on the math needed for typical business activities. The purpose of this course is to prepare students for the analytical and quantitative applications that will be needed in later business and economic courses. This programme covers the mathematical procedures and techniques now employed in the domains of business and finance, as well as those topics that can be used in day-to-day business transactions. After completing the course, Students will be able to solve business and finance problems.

**Contents of syllabus:**

Sr.No	Contents	Contact Hours
UNIT-I	<b>Matrices and Determinants:</b> Definition of Matrix, Equality of Matrices, Types of Matrices, Scalar Multiplications, Operation on Matrices, Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Determinants: Introduction, Minors & Cofactors, Adjoint of a Matrix, Inverse of Matrix, Application of Matrices in Solving System of Linear Equations, Using Cramer's Rule and Matrix Inversion Method	15
UNIT-II	<b>Functions and Logarithms:</b> Introduction, Characteristics of a Function, Linear Function, Exponential Function, Definition of Logarithmic Function, Fundamental Properties of Logarithms with Proofs, Base Changing Formula with Proof, Problem Solving without using Log Table, Application of Logarithms in Solving Problem Based on Compound Interest, Depreciation and Population Growth using Log Tables.	15
UNIT-III	<b>Derivatives:</b> Definition of Derivatives, Derivative from First Principle, Derivative of Sum, Difference, Product and Quotient of Two Functions, Chain Rule, Derivative of Parametric Equations, Differentiation of One Function w.r.t. Another Function, Implicit Functions, Logarithmic Differentiation, Derivative of Second Order, Application of Derivatives, Maxima and Minima.	15
UNIT-IV	<b>Indefinite Integrals:</b> Definition, Integrals of Elementary	15

### RECOMMENDED BOOKS:

1. Ajay Goel and Alka Goel : Mathematics and Statistics (Taxmann's)
2. Qazi Zameeruddin, et al. : Business Mathematics ( Vikas)
3. M. Raghavachari, 'Mathematics for Management', McGraw Hill Education.
4. Cleaves, Cheryl, and Hobbs, Margie, 'Business Mathematics', 7 th Edn., Prentice Hall.
5. Charles D. Miller, Stanley A. Saltzman, 'Business Mathematics', Pearson Education.
6. Trivedi, 'Business Mathematics', 1st Edn., Pearson Education.
7. Sncheti and Kapoor, 'Business Mathematics', Sultan Chand and Sons.
8. Khan, Shadab, 'A Text Book of Business Mathematics', Anmol Publication.

**Instructions of Question paper setter:** The question paper should be divided into three parts. Part A shall consist of 8 Questions of 2 mark each .Part B shall consist of 6 short Questions of 4 marks each out of which 2 questions shall have internal choice & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: Foundation Course in Communication**

**SUBJECT CODE: BENG-1110**

**SEMESTER: I**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3Hrs.**

**Objective and outcome of course:** The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of communications. This course is designed to make student conversant with the basic forms, formats and techniques of business communications.

### Contents of Syllabus:

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Basic parts of speech: Noun, pronoun, verb, adjective, adverb, preposition, Articles, Tenses: introduction, uses of present, past and future tense, Preposition, Use of punctuations. Types of sentence: simple compound and complex, transformation of sentence: active and passive, Direct and indirect	<b>10</b>

	speech.	
<b>UNIT-II</b>	Correct word usage – Homonyms, antonyms and synonyms. Vocabulary building: idioms, one word substitution. Communication – its meaning & importance. Types of communication – Verbal communication and non- verbal communication, upward communication, downward communication, internal and external communication. Communication Process.	<b>5</b>
<b>UNIT-III</b>	Basic models of Communication: Shannon and Weaver's model of communication, Berlo's S-M-C-R model. Essentials of effective business communication – 7C are of communication.	<b>5</b>
<b>UNIT-IV</b>	Barriers to effective Communication: How do Barriers Arise? Types of Barriers, Overcoming Barriers. Business etiquettes: Email and net etiquettes, etiquette of the written word, etiquettes on the telephone, handling business meetings.	<b>5</b>

After completing the course, the student shall be able to:

- CO1: To evolve various Soft skills, among students through debates, group discussions etc so that will help them to be globally acknowledged.
- CO2: To teach Soft and critical and analytical skills to students that will help to learn about business scenario
- CO3: To make innovative, Utilize research and evolve ethical values among the students.
- CO4: To develop critical thinking and creativity among the students.

#### **Recommended Books:**

1. Wren & Martin, *English Grammar and Composition*, Sultan Chand & Sons.
2. Lesikar, *Business Communication: Making Connections in a Digital World*, McGraw Hill
3. S C Sharma, Shiv N. Bhardwaj, *A Textbook of Grammar and Composition*, Jawahar Book centre
4. Boove, Thill, Chaturvedi, *Business Communication Today*, Pearson Education.
5. Murphy and Hildebrandt, *Effective Business Communication*, Tata McGraw Hill Education

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice

**SUBJECT TITLE: Fundamentals of Computers and Information Technology**

**SUBJECT CODE: BCAA-1104**

**SEMESTER: I**

**CONTACT HOURS/WEEK:**

<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Practical (P)</b>	<b>Credit (C)</b>
<b>3</b>	<b>-</b>	<b>2</b>	<b>4</b>

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3Hrs.**

**Objective and outcome of course:** To develop skill among students in applications of internet in commerce education

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Computer: Introduction, characteristics, Application and Classification of Computer, generation of computer, Overview of Software and Hardware, Input and Output devices, Computer Memory: RAM,ROM, Number System and its Inter Conversion Introduction to Operating System, DOS and WINDOWS, Understanding the control panel, Opening and exiting Windows applications.	<b>10</b>
<b>UNIT-II</b>	Introduction to MS Word: Basic Features, Starting and exiting word, Creating Editing and Saving a Word document, Inserting Pictures and Symbols, Working with text, creating a Table, Formatting Documents, Previewing and Printing Documents.	<b>10</b>
<b>UNIT-III</b>	Introduction to MS Power Point: Power Point Basics, Creating and Saving, Presentations, Inserting Pictures and Graphics, Inserting slides from other Presentations, Slide Show View.	<b>5</b>
<b>UNIT-IV</b>	Introduction to MS Excel: Creating spread sheets by entering text formulas and numbers Making Graphs in Excel, Sorting data in Excel, Basic introduction to Internet and its applications: Search Engines and email.	<b>10</b>

After completing the course, the student shall be able to:

- CO1: To provide knowledge about fundamental concept of computers including input and output devices, computer languages, an operating system, use the Internet safely
- CO2: Illustrate the documentation using MS Word, exploring various menu options and tools on the ribbon with formatting paragraph and working with tables
- CO3: Describe working with worksheets in MS Excel by applying formula, functions and performed graphs and charts on the created table.
- CO4: Creation of Power point presentation along with multimedia, animation and transition effects

#### **Recommended Books:**

1. Microsoft Office 2000 Complete: BPB Publication.
2. Alexis Leon, Mathews Leon: Introduction to Computers with MS Office 2000, Tata McGraw
3. Implementing Tally: BPB Publication 4. PC Complete, BPB Publications

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice

**SUBJECT TITLE: Human Resource Management**

**SUBJECT CODE:**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** To provide an in-depth overview of the field of HRM, what are the roles and responsibilities of HR professionals how the primary functions affect the broader business strategy.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	<b>Human Resources Management:</b> Nature, scope, role and significance of HRM, interaction with other functional areas, Human Resource Management practices in India, problems and challenges. <b>Human Resource Planning:</b> Meaning, Process and importance, methods of Human Resources Planning	<b>10</b>
<b>UNIT-II</b>	<b>Job analysis:</b> steps in analyzing job and methods of collecting job analysis information, Job description, job specification, job design, job simplification, job rotation, job enrichment and job enlargement.	<b>10</b>
<b>UNIT-III</b>	<b>Recruitment &amp; Selection:</b> Meaning & Concept, procedure & ways of recruitment & selection. Induction & Placement Process. <b>Training &amp; Development:</b> Meaning, methods of training & development, difference between training & development, <b>Performance Appraisal:</b> Meaning, methods & process of Performance Appraisal, <b>Quality of work life (QWL):</b> Meaning, Various Approaches of QWL, Techniques for improving QWL. Health, Safety & Employee Welfare, Social Security, Counseling and Monitoring.	<b>15</b>
<b>UNIT-IV</b>	<b>Collective Bargaining</b> - meaning, scope and objectives; issues and strategies. Participative Management, <b>Employee Grievances</b> and their Resolution – Model for Grievance Resolution Procedure. <b>Quality Circles:</b> Concept, Structure, Quality Circle in India, HR Audit, Contemporary Issues in HRM.	<b>15</b>

**Course Outcomes:**

After taking the course, students will be able to:

CO1: Explain the fundamentals of Human Resource Management and study the evolution of HRM.

CO2: Review various functions of HRM that smooth the progress of employee hiring viz. Planning, job analysis, recruitment and selection.

CO3: Recognize the role of T&D, career development and performance evaluation in human resource development

CO4: Scrutinize the functions of reimbursement management namely, wages and salary administration, benefits and perks.

**Recommended Books:**

1. C.B. Memoria, Personal Management, Himalaya Publications.
2. Edwin B. Flippo, Personal Management, Tata McGraw Hill.
3. K. Aswathappa, Human Resource Management, Tata McGraw Hill.
4. Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill.
5. C.B. Gupta, Human Resource Management, Sultan Chand and Sons.

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice

**SUBJECT TITLE: Financial Accounting**

**SUBJECT CODE:**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** After completing the course, the student shall be able to:

CO1: Understand the nature of partnership and preparation of final accounts of a partnership business.

CO2: Understand the accounting treatment in case of admission, retirement & death of a partner.

CO3: Understand the accounting treatment in case of dissolution of a partnership firm.

CO4: Prepare the accounts for hire purchase & Installment system and for Consignment business.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	<b>Partnership:</b> meaning, nature, partnership deed, rules applicable in absence of partnership deed, treatment of drawings, interest on drawings, Capital and Interest on Capital, Final accounts for partnership business <b>Reconstitution of Partnership firm;</b> Admission of a partner: Goodwill & its valuation, Joint Life policy and their accounting treatment to prepare final accounts of partnership.	15
<b>UNIT-II</b>	<b>Reconstitution of Partnership firm;</b> Retirement & Death of a Partner- Joint Life policy and their accounting treatment to prepare final accounts of partnership. <b>Accounting for Dissolution of the Partnership Firm:</b> Accounting of Dissolution of the Partnership Firm including Insolvency of partners, sale to a limited company and piecemeal distribution of cash.	15
<b>UNIT-III</b>	<b>Accounting for Hire Purchase and Installment System:</b> Calculation of interest, partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system	10
<b>UNIT-IV</b>	<b>Consignment Accounting:</b> accounting records, Normal and Abnormal Loss: Valuation of unsold Stock	10

### Course Outcomes:

After taking the course, students will be able to

CO1: Acquire the basic knowledge of the terms relating to reconstitution of partnership firm and Valuation of Goodwill along with their accounting treatment

CO2: Familiarizing the students with the concepts and the accounting treatment pertaining to dissolution of the partnership firm along with the insolvency of partners

CO3: Gain knowledge about core concepts and terminology like hire purchase and installment system.

CO4: Emphasize upon the topic of consignment and get familiar with the accounting treatment of the various element

### Recommended Books:

1. Mohamed Hanif and Mukherjee Amitabha., “Financial Accounting”, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., “Financial Accounting”, VikasPublishing House, New Delhi.
3. Anthony, R.N. and Reece, J.S., “Accounting Principles”, Richard Irvin Inc.
4. Lal, Jawaharlal, and Srivastava, Seema., “Financial Accounting Text & Problems”, Himalaya Publishing House, New Delhi.
5. Tulsian, P.C., “Financial Accounting”, Tata McGraw Hill, New Delhi.
6. Elliott, Barry and Elliott, Jamie, “Financial Reporting and Analysis”, Prentice Hall International.
7. Horngren, Charles T., “Introduction to Financial Accounting”, Pearson Education.

**Note: Latest edition of text book and references must be used.**

**Instruction for Question Paper setter:**

**Section-A** consist of 8 Question of 2 Marks each. All questions are compulsory.

**Section-B** consists of 7 Questions of 4 Marks each. Student has to attempt any 6 Questions.

**Section-C** consists of two questions of 10 Marks each. Out of these two one question will have internal choice

**Source:** Kurukshetra University, Kurukshetra

**SUBJECT TITLE: Marketing Management**

**SUBJECT CODE:**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs.**

**Objective and outcome of course:** Marketing is one of the foremost functions of Management in present day corporate world, its understanding results in developing best products in terms of goods and services



that brings consumer satisfaction. This course will imbibe the basic understanding among the students to become successful marketers.

### Contents of Syllabus:

Units	Contents	Contact Hours
<b>Unit I</b>	Marketing: Nature and Scope of Marketing, customer needs, wants and demand. Various Marketing Concepts: production, product, selling, marketing and societal marketing, Analyzing marketing environment: micro, macro Environment. <b>Consumer Buying Behaviour: Factors Influencing Buying Behaviour.</b>	<b>10</b>
<b>Unit II</b>	Market segmentation: need, concept, nature, basis and strategies, mass marketing vs. Segmentation. Marketing mix: 4Ps of products and 7Ps of services, components and factors affecting.	<b>10</b>
<b>Unit III</b>	Product decisions: product definition, new product development process, and product life cycle, positioning, branding, packaging and labeling decisions. <b>After-sales services</b> Pricing decisions: importance, objectives, designing strategies, Pricing Techniques	<b>10</b>
<b>Unit Iv</b>	Product promotion: promotion mix-introduction, importance, advantages and disadvantages of various components and factors affecting. Distribution: types of channel, factors affecting decision, Designing and Managing Marketing Channel, Managing Retailing, physical distribution system and its components. <b>Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations.</b>	<b>10</b>

## Recommended Study Materials

### Recommended Text Books:

S.no	Name of Author	Title
1	Kotler,P., Keller, K.L. Koshy, A. and Jha, M	Marketing Management: A South Asian Perspective, Pearson Education.
2	Stanton, Etzel, Walke	Fundamentals of Marketing, Tata-McGraw Hill, New Delhi
3	Saxena, Rajan,	Marketing Management, Tata-McGraw Hill, New Delhi.
4	Ramaswamy, V.S and Namakumari	Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd.

### Recommended Reference Books:

S.no	Name of Author	Title
1	Stanton, Etzel, Walker	Fundamentals of Marketing, Tata-McGraw Hill, New Delhi
2	McCarthy, E.J.	Basic Marketing: A managerial approach, Irwin, New York.

### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof.Jayanta Chatterjee and Prof. Shashi Shekhar Mishra	<b>Marketing Management-I</b>  <a href="https://onlinecourses.nptel.ac.in/noc19_mg48/preview">https://onlinecourses.nptel.ac.in/noc19_mg48/preview</a>

### Recommended Journals:

Name of Journal	Name and link
Journal of Marketing Management	<a href="https://www.tandfonline.com/toc/rjmm20/current">https://www.tandfonline.com/toc/rjmm20/current</a>
Journal of Marketing	<a href="https://journals.sagepub.com/home/jmx">https://journals.sagepub.com/home/jmx</a>
Asia - Australia Marketing Journal	<a href="https://www.monash.edu/marketing/mktjourn.html">https://www.monash.edu/marketing/mktjourn.html</a>
Asian Journal of Marketing	<a href="http://www.fba.nus.sg/qm/journals/AJM.html">http://www.fba.nus.sg/qm/journals/AJM.html</a>

**Panjab University, BBA (Font in Green )**

**(Link: <https://puachd.ac.in/includes/syllabus/2020/20200826213622-b.com.pdf?202207213812>)**

### **BBA 203: MARKETING MANAGEMENT**

**Objective:** The paper aims at making students to understand basic concepts, philosophies, process and techniques of marketing.

#### **UNIT – I**

Introduction to Marketing: Meaning, Nature and Scope of Marketing, Marketing Philosophies, Marketing Process, Marketing Mix.

Marketing Research: Meaning, Importance and Marketing Research Process

**Consumer Buying Behaviour: Factors influencing Buying Behaviour, Buying Decision Process.**

Market Segmentation: Levels and Patterns of Market Segmentation, Major Segmentation Variables for Consumer Markets, Concepts of Market Targeting and Positioning.

Product Planning and Market Strategies: Product Life Cycle, New Product Development Process, Product Classification, Concept of Branding, Packaging and Labeling.

#### **UNIT – II**

Pricing Decision: Pricing Policies and Strategies

Distribution Decisions: Channel Design Decisions, Major Channel Alternatives, Channels Management Decision, Causes and Managing Channel Conflict, Physical Distribution.

Promotion Decisions: Communication Process. Promotion Tools: Advertising, Sales Promotions, Public Relations, Personal Selling.

Emerging Trends and Issues in Marketing: Concepts of Direct Marketing, Digital Marketing, Green Marketing, Retail Marketing and Customer Relationship Marketing.

**Delhi University, BBA (Font in Pink )**

**(Link: [http://du.ac.in/du/uploads/Administration/AC/10072015/Annexure/10072015\\_Annexure-64.pdf](http://du.ac.in/du/uploads/Administration/AC/10072015/Annexure/10072015_Annexure-64.pdf))**

### Paper 5.3 (a): Principles of Marketing

Duration: 3 hrs.

Marks: 100

Lectures: 65

**Objective:** The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

#### Contents

##### Unit I: Introduction

13 Lectures

Nature, scope and importance of marketing; Evolution of marketing concepts; Marketing mix; Marketing environment-Macro and Micro environmental factors.

##### Unit II

13 Lectures

**Consumer Behaviour:** Consumer buying process; Factors influencing consumer buying decisions-an overview.

**Market segmentation:** Concept, Importance and Bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

##### Unit III: Product

13 Lectures

Meaning and importance; Product classifications; Concept of product mix; Branding, packaging and labelling; **After-sales services**; Product life-cycle; New Product Development (an overview).

##### Unit IV

13 Lectures

(a) **Pricing:** Significance; Factors affecting price of a product; Pricing policies and strategies.

(b) **Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Wholesaling and retailing; Factors affecting choice of distribution channel; Distribution Logistics-Meaning, Importance and Decisions.

##### Unit V

13 Lectures

a) **Promotion:** Nature and importance of promotion; Promotion Tools: advertising, personal selling, public relations & sales promotion – concept and their distinctive characteristics; Communication process; Promotion mix; Factors affecting promotion mix decisions.

b) **Recent developments in marketing:** Social Marketing; Online Marketing, Direct Marketing, Services Marketing, Green Marketing.

(Link: <http://mjpru.ac.in/pdf/mktg.pdf>)

## **Marketing Management**

**PAPER CODE :MM-106**

### **Objective**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

### **UNIT-I**

*Introduction:* Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.

*Market Analysis and Selection:* Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

### **UNIT-II**

*Product Decisions:* Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

*Pricing Decisions:* Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

### **UNIT-III**

*Distribution Channels and Physical Distribution Decisions:* Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

*Promotion Decisions:* Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

### **UNIT-IV**

*Marketing Research:* Meaning and scope of marketing research; Marketing research process.

*Marketing Organisation and Control:* Organising and controlling marketing operations.

**SUBJECT TITLE: Managerial Economics - II**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
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**SUBJECT CODE: BB1204**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

5	-	-	5
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**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs.**

**Objective and outcome of course:** The Macroeconomics course is designed to provide students with a unified framework that can be used to analyze macroeconomic issues such as flow of income and expenditure, national income, consumption function, theory of investments, interest rates determinants, inflation, monetary and fiscal policies.

**Contents of Syllabus:**

Units	Contents	Contact Hours
Unit I	Meaning, Nature and Scope of Macro Economics, Importance & Limitations of Macro Economics.  <b>Some Concepts:</b> Stock and flow variables, General and Partial Equilibrium, Static and Dynamic analysis, Open and Closed Economy, Circular flow of Production & Income.  <b>National Income:</b> Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income. Concepts, methods of measurement, difficulties and importance.	15
Unit II	<b>Theory of Income and Employment:</b> Say's Law of Market, Classical & Keynesian theory of output and employment.  <b>Consumption Function:</b> Meaning, Factors influencing Consumption Function, Average and Marginal Propensities to Consume, Propensity to Save, Psychological Law of Consumption and its Importance.  <b>Investment Theories:</b> Meaning, types and determinants of investment, marginal efficiency of capital and internal rate of return.	15
Unit III	<b>Theory of Multiplier:</b> Tax multiplier, balanced budget multiplier, leakages from the multiplier. The Paradox of thrift & multiplier.  Static and dynamic multiplier, Meaning, Keynesian Income or Investment Multiplier, Leakages, Uses, Limitations of Multiplier. Money: Types, Functions, Keynes Liquidity preference theory, Liquidity Trap, IS / LM model.	15
Unit Iv	<b>Inflation:</b> Meaning and types of Inflation. Classical & Keynesian theory of inflation, Inflation & unemployment- Phillips curve. <b>Stabilization policies:</b> Monetary and fiscal policies & their instruments.	10

## Recommended Study Materials

### Recommended Text Books:

S.no	Name of Author	Title
1	Ackley, G	Macroeconomic Theory, Macmillan, New York
2	D.N. Dwivedi	Managerial Economics, McGraw Hills Edu.
3	Shapiro, Edward	Macro Economics, McGraw Hills Edu.
4	Dornbusch and Fischer (2010).	Macroeconomics (9th Edition). Tata McGraw Hill

### Recommended Reference Books:

S.no	Name of Author	Title
1	Froyen, R.P. (2011).	Macroeconomics-theories and policies (8th Edition). Pearson
2	N Gregory Mankiw (2010).	Macroeconomics (7th Edition). Worth Publishers

### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Macroeconomics	<a href="https://onlinecourses.swayam2.ac.in/cec23_hs15/preview">https://onlinecourses.swayam2.ac.in/cec23_hs15/preview</a>
2	How the AD/AS model incorporates growth, unemployment, and inflation	<a href="https://www.khanacademy.org/economics-finance-domain/macroeconomics/aggregate-supply-demand-topic/macro-changes-in-the-ad-as-model-in-the-short-run/a/how-the-ad-as-model-incorporates-growth-unemployment-and-inflation-cn/x">https://www.khanacademy.org/economics-finance-domain/macroeconomics/aggregate-supply-demand-topic/macro-changes-in-the-ad-as-model-in-the-short-run/a/how-the-ad-as-model-incorporates-growth-unemployment-and-inflation-cn/x</a>
3	Keynesian economics	<a href="https://www.khanacademy.org/economics-finance-domain/macroeconomics/income-and-expenditure-topic/macroeconomics-keynesian-economics-and-its-critiques/v/keynesian-economics">https://www.khanacademy.org/economics-finance-domain/macroeconomics/income-and-expenditure-topic/macroeconomics-keynesian-economics-and-its-critiques/v/keynesian-economics</a>
4	Microfoundations Of Macroeconomics	<a href="https://onlinecourses.nptel.ac.in/noc23_hs02/preview">https://onlinecourses.nptel.ac.in/noc23_hs02/preview</a>

### Recommended Journals:

S.no	Name of Author	Name and link
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<b>1</b>	Greenwald, Bruce and Stiglitz, Joseph E., Keynesian	Keynesian, New Keynesian, and New Classical Economics <a href="https://papers.ssrn.com/sol3/papers.cfm?abstract_id=310459">https://papers.ssrn.com/sol3/papers.cfm?abstract_id=310459</a>
Name of Journal		<b>Link</b>
<b>Quarterly Journal of Economics</b>		<a href="https://www.openaccessjournal.com/journal/601/Quarterly-journal-of-economics">https://www.openaccessjournal.com/journal/601/Quarterly-journal-of-economics</a>
<b>Journal of International Economics</b>		<a href="https://www.openaccessjournal.com/journal/404/Journal-of-international-economics">https://www.openaccessjournal.com/journal/404/Journal-of-international-economics</a>
<b>Journal of Accounting and Economics</b>		<a href="https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics">https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics</a>

**Panjab University, BBA (Font in Pink)**

(Link: <https://www.puchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211365912> )

## BBA123      ESSENTIAL OF BUSINESS ECONOMICS II

**Objective:** The course aims at providing the knowledge of basic concepts of the Macro Economics. Modern tools of Macro Economic analysis are discussed at length.

### UNIT – I

Nature and Scope of Macro Economics, Limitations of Macro Economics


National Income: Concepts, Methods of National Income, Measurement and Problems involved in National Income Measurement.

Say's Law of Market: Meaning, Implications,

Classical Theory of Income Output and Employment:

Keynesian Theory of Employment, Aggregate Demand and Aggregate Supply function.

Consumption Function: Meaning, Factors influencing Consumption Function, Average and Marginal Propensities to Consume, Propensity to Save, Psychological Law of Consumption and its Importance.



## UNIT - II

Marginal Efficiency of Capital: Meaning, Determinants, Theory of Secular Stagnation.

Investment: Meaning, Types, Factors Affecting Investment, Importance of Investment.

Multiplier: Meaning, Keynesian Income or Investment Multiplier, Leakages, Uses, Limitations of Multiplier.

Government Policies: Monetary Policy and Fiscal Policy.

Inflation: Meaning, Types, Causes, Effects, Measures to control it.

**Delhi University, BBA (Font in Blue)**

(Link: [http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-129%20updated%20BBA\(FIA\)%20Revised%20Syllabus%202019%20\(Final\).pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-129%20updated%20BBA(FIA)%20Revised%20Syllabus%202019%20(Final).pdf) )

## FC 401: MACRO ECONOMICS

### Course Objective:

This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behaviour of individuals.

### Learning outcomes:

- Understand the determination of key macroeconomic variables
- Describe models of determination of equilibrium outputs, prices and rate of interest
- Analyse the role of the Government in an economy and examine how it uses its fiscal and monetary policy to influence macroeconomic variables
- Explain the working of an open economy

### Course Contents:

#### Unit I

(2 weeks)

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic

Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Amity University, BBA (Font in Green)

(Link: <https://management.ind.in/forum/attachments/f2/19179d1434457427-amity-university-noida-bba-syllabus-bba-syllabus-amity-university-noida.pdf> )

## MACRO ECONOMICS FOR BUSINESS

Course Code: BBA 201

Credit Units: 04

### Course Objective:

This course deals with principles of macroeconomics. The coverage includes determination of and linkages between major macro economic variables, the level of output and prices, inflation, unemployment, GDP growth, interest rates and exchange rates.

### Course Contents:

#### Module I: Introduction

National Income Concepts and aggregates.

#### Module II: Keynesian theory of income determination

Historical background, Say's law, Keynesian theory of income determination, Money & Prices, Wage - cut and employment. Multiplier analysis - Static, Dynamic.

#### Module III: Theories of Consumption and Investment

Consumption and investment, The absolute income hypothesis, Relative income Hypothesis, Permanent income hypothesis, Life Cycle hypothesis. Concept of marginal efficiency of capital and marginal efficiency of investment.

#### Module IV: Introduction to Money and Interest

Money: Types, Functions, Keynes Liquidity preference theory, Liquidity Trap, IS / LM model. The anatomy of unemployment and inflation, The Phillips curve.

#### Module V: Balance of payment and Exchange Rate

Balance of payments, Types of disequilibrium in Balance of payments, Causes, Methods of correcting disequilibrium, Exchange rate: Types and Theories.

### Topics Replaced/ Deleted (Font in Red):

- **Some Concepts:** Stock and flow variables, General and Partial Equilibrium, Static and Dynamic analysis, Open and Closed Economy, Circular flow of Production & Income.  
(Reason: The topics, which replaced the above, are more explained and a detailed version of this as the intricacies of National income is important for the students to learn)
- Tax multiplier, balanced budget multiplier, leakages from the multiplier. The Paradox of thrift & multiplier.  
(Reason: The basic concept of multiplier along with the introduction of topics like investment multiplier, uses and limitations are more important for the perspective of under graduation level).

**SUBJECT TITLE: Fundamentals of Entrepreneurship**

**SUBJECT CODE:**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** Students who intent to start their own enterprise. To create the understanding of business this course will guide them throughout the process right from the idea generation till implementation of the idea.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
UNIT-I	Understanding Entrepreneurship: concept and definitions, entrepreneurial characteristics and skills, importance and significance of growth of entrepreneurial activity, classification and types of entrepreneurs; entrepreneurial competencies, theories of entrepreneurship, factor affecting entrepreneurial growth – economic, non-economic factors	10
UNIT-II	Entrepreneurial training; entrepreneurial success and failures, Ethics and Social Responsibility of an Entrepreneur. Entrepreneurial Process: search for best opportunity, Steps of entrepreneurial process: Feasibility Analysis: Economic, Managerial competency. Marketing, Financial & Technical, Environmental Scanning and SWOT analysis.	15
UNIT-III	Structure of Ownership: Definition of small, medium and large scale enterprises, role of small enterprises in economic development, government policies for SMEs, Steps in setting up a small unit: Searching business idea its sources and idea processing, Selection of idea, Input requirements and managing enterprise. Nature and Components of SME environment.	15
UNIT-IV	Different aspects of Social Entrepreneurship-Definition and importance. Causes and Symptoms of sick industry – cures of sickness, Govt. policies & support for revival of sick units and remedial measures.	10

Course Outcomes:

After taking the course, students will be able to

CO1: Understand basics of entrepreneurial ventures, differentiate a business idea and opportunity and to interpret the factors affecting entrepreneurial growth

CO2: Evaluate the mechanism of entrepreneurial process.

CO3: Apply ethical and social aspects of an entrepreneur

CO4: Apprehend causes and symptoms of sick industry and policies on how remedial measures for revival of sick units can be done.

**Recommended Books:**

1. Vasant, Desai; Entrepreneurship, Himalaya Publishing House
2. Taneja& S.L. Gupta.; Entrepreneurship Development,
3. I.M.Pandey, Venture Capital –The Indian Experience, Prentice Hall of India,
4. SinerAdavid: Entrepreneurial Megabooks; John Wiley and Sons, New York
5. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Tata McGraw Hill,

**Percentage Change in syllabus: 5%**

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of compulsory 8 questions of 2 marks each. Part B shall consist of 7 questions having choice of attempting any 6 of 4 marks each & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: Business Communication**

**SUBJECT CODE:**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 hrs.**

**Contents of the Syllabus:**

**Objective and outcome of course:**

1. The course aims at providing fundamental knowledge and exposure to the concepts,

Sr. No	Contents	Contact Hours
UNIT-I	<b>Listening Skills:</b> What is listening, Process of listening Types of Listening, Three Basic modes of Listening, Importance of Listening Skill, Ways to improve Listening skill, Barriers to Listening, Benefits of Effective Listening Skills.	10
UNIT-II	<b>Developing speaking skills</b> advantages and disadvantages, Conversation as communication, extempore, speaking skills required in meetings, Group communication: meaning, importance of group communication. Conference, Seminar, Symposium and Workshop.	10
UNIT-III	<b>Developing Reading Skills:</b> Purpose of Reading; Types of reading; Techniques for effective reading, Reading Comprehension.	5
UNIT-IV	<b>Developing Writing skills:</b> planning, drafting, revision, editing, proofreading. Paragraph writing, Précis writing.	10

- theories and practices in the field of communications.
2. This course is designed to make student conversant with the basic forms, formats and techniques of business communications.

### Course Outcomes:

After taking the course, students will be able to

1. Understand and apply communication theory
2. Display competence in oral, written, and visual communication
3. Understand how word choice, syntax, grammar and text structure may vary with context and purpose
4. Interact skillfully and ethically

### Textbook:

1. Wren & Martin, *English Grammar and Composition*, Sultan Chand & Sons.
2. Lesikar, *Business Communication: Making Connections in a Digital World*, McGraw Hill
3. S C Sharma, Shiv N. Bhardwaj, *A Textbook of Grammar and Composition*, Jawahar Book centre
4. Boove, Thill, Chaturvedi, *Business Communication Today*, Pearson Education.
5. Murphy and Hildebrandt, *Effective Business Communication*, Tata McGraw Hill Education

**SUBJECT TITLE: Advanced Computers Skills**

**SUBJECT CODE: BB 1207**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
2	-	2	2

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** This is a basic paper of IT to familiarize the students with computer and its applications in the relevant fields and exposes them with its utility.

### Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	<b>Basics of Computer Network and Data Communication:</b> Meaning, components of Data Communication System, Computer Network, Advantages of computer network, Topologies, Physical communication Media, Transmission modes, World Wide Web, Internet and Intranet.	5

<b>UNIT-II</b>	<b>Introduction to Database System:</b> definition of data, information, uses & need of data in organizations. Introduction to Database Systems: File System versus a DBMS, Advantages of a DBMS, Describing and Storing Data in a DBMS, People who deal with Database, Database Administrator.	10
<b>UNIT-III</b>	<b>Operating System Concept:</b> Introduction to Operating System; Function of OS, Types of Operating Systems, DOS: Elementary knowledge of DOS commands, Creating Directory, Sub Directory, Renaming, Coping and Deleting the Directory File Manipulation: Creating a File, Deleting, Coping, Renaming a File.	5
<b>UNIT-IV</b>	<b>Introduction to MS-Excel:</b> Introduction to Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data, Creating Charts, Creating Database, Sorting Data, Filtering etc.	5

**Textbook:** Goyal, Anita, Computer Fundamentals, 1st Edition, Pearson Education.

**INSTRUCTION FOR QUESTION PAPER SETTER:** The question paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short questions of 4 marks each out of which 3 questions shall have internal choice and Part C shall consist of 3 long questions of 8 marks each out of which 1 question shall have internal choice.

Course Outcomes:

After taking the course, students will be able to

CO1: Familiarize the students with computer and it's applications in the relevant fields and exposes them with its utility.

CO2: Understand the concept of Data Communication and Usage of Internet.

CO3: Understand Concepts of Operating system and implement knowledge in handling Operating system

CO4: Learn and implement usage of Electronic Spreadsheet

**SUBJECT TITLE: Human Values & Professional Ethics**

**SUBJECT CODE:**

**SEMESTER: II**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.



## Contents of Syllabus:

Sr. No	Contents	Contact Hours
Unit 1	<b>Course Introduction - Need, Basic Guidelines, Content and Process for Value Education :</b> Understanding the need, basic guidelines, content and process for Value Education , <b>Self Exploration</b> —what is it?- its content and process; Natural Acceptance and Experiential Validation- as the mechanism for self exploration , <b>Continuous Happiness and Prosperity</b> - A look at basic Human Aspirations , <b>Right understanding, Relationship and Physical Facilities</b> - the basic requirements for fulfilment of aspirations of every human being with their correct priority , Understanding Happiness and Prosperity correctly , Method to fulfil the above human aspirations: understanding and living in harmony at various levels <b>Understanding Harmony in the Human Being - Harmony in Myself!</b> Understanding human being as a co-existence of the sentient “ I ” and the material “Body” , Understanding the needs of Self (“I”) and “Body” - <b>Sukh and Suvidha</b> , Understanding the Body as an instrument of “I” (I being the doer, seer and enjoyer), Understanding the characteristics and activities of “I” and harmony in “I” , Understanding the harmony of “I” with the Body: <b>Sanyam and Swasthya</b> ; correct appraisal of Physical needs, meaning of Prosperity in detail.	10
Unit 2	<b>Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship :</b> Understanding harmony in the Family- the basic unit of human interaction., Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; <b>Trust</b> (Vishwas) and <b>Respect</b> (Samman) as the foundational values of relationship ,Understanding the meaning of Samman, Difference between respect and differentiation; intention and competence  Understanding the harmony in the society (society being an extension of family)	5
Unit 3	<b>Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals</b> ,Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha )- from family to world family! <b>Understanding Harmony in the Nature and Existence</b> - Whole existence as Co-existence Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self regulation in nature , Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all pervasive space	5
Unit 4	<b>Implications of the above Holistic Understanding of Harmony on Professional Ethics-</b> Natural acceptance of human values. Definitiveness of Ethical Human Conduct. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order.	5

### Recommended Books:

**Instruction of Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	RR Gaur, R Sangal, G P Bagaria,	2009, Foundation Course in Value Education.
2	B P Banerjee	Foundations of Ethics and Management, Excel Books.
3	B L Bajpai,	Indian Ethos and Modern Management, New Royal Book Co., Lucknow.
4	Prof. K. V. Subba Raju,	2013, Success Secrets for Engineering Students, Smart Student Publications, 3rd Edition.
REFERENCE BOOKS		
1	L.C. Sharma	Ethical Philosophy of India Nagin & co Julundhar
2.	Mortimer.	J. Adler, – Whatman has made of man
3.	William Lilly	Introduction to Ethic Allied Publish

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Susmita Mukhopadhyay	<b>Ethics In Engineering Practice</b> <a href="https://onlinecourses.nptel.ac.in/noc23_mg41/preview">https://onlinecourses.nptel.ac.in/noc23_mg41/preview</a>
2	Prof. Nandini Sinha Kapur	<b>Ethics: Theories and Applications</b> <a href="https://onlinecourses.swayam2.ac.in/nou23_ge19/preview">https://onlinecourses.swayam2.ac.in/nou23_ge19/preview</a>

#### Recommended Journals:

	Name of Journal	Name and link
	<b>Journal of Human Values</b>	<a href="https://journals.sagepub.com/home/jhv">https://journals.sagepub.com/home/jhv</a>

	<a href="https://www.scimagojr.com/journalsearch.php?q=5700153385&amp;tip=sid">https://www.scimagojr.com/journalsearch.php?q=5700153385&amp;tip=sid</a>
<b>Journal of Business Ethics</b>	<a href="https://www.springer.com/journal/10551">https://www.springer.com/journal/10551</a>
<b>Business &amp; professional ethics journal</b>	<a href="https://www.scimagojr.com/journalsearch.php?q=22290&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=22290&amp;tip=sid&amp;clean=0</a>

## Jawaharlal Nehru Technological University Hyderabad

(Link: <https://jntuh.ac.in/syllabus>)

### JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD

III Year B.Tech. CSE - I Sem L T/P/D C

4 - / - / - 4

(A50018) HUMAN VALUES AND PROFESSIONAL ETHICS

(Open Elective)

Objectives: This introductory course input is intended.

- To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
- To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behaviour and mutually enriching interaction with Nature.

UNIT - I:

#### UNIT - I:

Course Introduction - Need, basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education. Self Exploration - what is it? - its content and process; 'Natural Acceptance' and Experiential Validation - as the mechanism for self exploration. Continuous Happiness and Prosperity - A look at basic Human Aspirations. Right understanding, Relationship and Physical Facilities - the basic requirements for fulfillment of aspirations of every human being with their correct priority. Understanding Happiness and Prosperity correctly - A critical appraisal of the current scenario. Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

#### UNIT - II:

Understanding Harmony in the Human Being - Harmony in Myself: Understanding human being as a co-existence of the sentient 'I' and the material 'Body'. Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer). Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail. Programs to ensure Sanyam and Swasthya.

#### UNIT - III:

##### **Understanding Harmony in the Family and Society - Harmony in Human - Human**

**Relationship:** Understanding harmony in the Family - the basic unit of human interaction. Understanding

#### UNIT - III:

##### **Understanding Harmony in the Family and Society - Harmony in Human - Human**

**Relationship:** Understanding harmony in the Family - the basic unit of human interaction. Understanding values in human - human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; **Trust (Vishwas) and Respect ( Samman) as the foundational values of relationship.** Understanding the meaning of Vishwas; Difference between intention and competence. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship. Understanding the harmony in the society ( society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astiva as comprehensive Human Goals. Visualizing a universal harmonious order in society - Undivided Society ( Akhand Samaj), Universal Order ( Sarvabhaum Vyawastha) - from family to world family!

#### UNIT - IV:

##### **Understanding Harmony in the nature and Existence - Whole existence as Co-**

**existence:** Understanding the harmony in the Nature. Interconnectedness and mutual fulfillment among the four orders of nature - recyclability and self-regulation in nature. Understanding Existence as Co-existence (Sah-astiva) of mutually interacting units in all-pervasive space. Holistic perception of harmony at all levels of existence.

#### UNIT - V:

**Implications of the above Holistic Understanding of Harmony on Professional Ethics:** Natural

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the four orders of nature - recyclability and self-regulation in nature. Understanding existence as Co-existence (Sah-astiva) of mutually interacting units in all-pervasive space. Holistic perception of harmony at all levels of existence.

**UNIT - V:**

**Implications of the above Holistic Understanding of Harmony on Professional Ethics:** Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basic for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in professional ethics:

- a. Ability to utilize the professional competence for augmenting universal human order,
- b. Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,
- c. Ability to identify and develop appropriate technologies and management patterns for above production systems.

Case studies of typical holistic technologies, management models and production systems. Strategy for transition from the present state to Universal Human Order.

- a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers
  - b. At the level of society: as mutually enriching institutions and organizations.
- 

## SGT University

(Link: <https://sgtuniversity.ac.in/>)

<https://engineering.sgtuniversity.ac.in/syllabus-b-tech-cse-universal-human-values/>

HOME - ABOUT - PROGRAMMES - DEPARTMENTS

### Universal Human Values

#### Learning Schedule

	L	T	P	C
Pre-requisites: Adaptive	2	0	0	2

#### COURSE DESCRIPTION:

The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence. It is free from any dogma or value prescriptions. This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with and within the student himself/herself finally.

#### **COURSE CONTENT:**

##### **UNIT I: Introduction to Value Education**

1. Value Education, Definition, Concept and Need for Value Education.
2. The Content and Process of Value Education.
3. Basic Guidelines for Value Education.
4. Self exploration as a means of Value Education.
5. Happiness and Prosperity as parts of Value Education.

##### **UNIT II: Harmony in the Human Being**

1. Human Being is more than just the Body.
2. Harmony of the Self ('I') with the Body.
3. Understanding Myself as Co-existence of the Self and the Body.
4. Understanding Needs of the Self and the needs of the Body.
5. Understanding the activities in the Self and the activities in the Body.

##### **UNIT III: Harmony in the Family and Society and Harmony in the Nature**

1. Family as a basic unit of Human Interaction and Values in Relationships.
2. The Basics for Respect and today's Crisis: Affection, e, Guidance, Reverence, Clory,

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##### **UNIT III: Harmony in the Family and Society and Harmony in the Nature**

1. Family as a basic unit of Human Interaction and Values in Relationships.
2. The Basics for Respect and today's Crisis: Affection, e, Guidance, Reverence, Gratitude and Love.

Gratitude and Love.

3. Comprehensive Human Goal: The Five Dimensions of Human Endeavour.
4. Harmony in Nature: The Four Orders in Nature.
5. The Holistic Perception of Harmony in Existence.

##### **UNIT IV: Social Ethics**

1. The Basics for Ethical Human Conduct.
2. Defects in Ethical Human Conduct.
3. Holistic Alternative and Universal Order.
4. Universal Human Order and Ethical Conduct.
5. Human Rights violation and Social Disparities.

##### **UNIT V: Professional Ethics**

1. Value based Life and Profession.
2. Professional Ethics and Right Understanding.
3. Competence in Professional Ethics.
4. Issues in Professional Ethics – The Current Scenario.
5. Vision for Holistic Technologies, Production System and Management Mode

**PTU University**

Link: <https://ptu.ac.in/wp-content/uploads/2022/08/BBA-upto-6th-Sem.-2021-onwards-1.pdf>

**Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education**  
**[6]**

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

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**Module 2: Understanding Harmony in the Human Being - Harmony in Myself!**  
**[6]**

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Survidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*  
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

**Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship**  
**[6]**

13. Understanding harmony in the Family- the basic unit of **human** interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;  
Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand*

- 
17. Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
  18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyavastha* )- from family to world family!  
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

**Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence**  
**[4]**

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence  
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

**Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics**  
**[6]**

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order

26. Competence in professional ethics:
- a) Ability to utilize the professional competence for augmenting universal human order,
  - b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,
  - c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order:
- a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
  - b) At the level of society: as mutually enriching institutions and organizations

**Instruction of Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.



**Third Semester:**

**BBA**

**Proposed Scheme**

**2023**

		Third Semester Scheme					
Course Code	Course Type	Course Name	L	T	P	S	C

	Uni core	Soft Skills-II	0	0	2	0	1
	Program core	Business Statistics	3	2	0	0	4
	Program core	Organization Behavior	3	0	0	0	3
	Program core	Financial Analysis of Decision Making	3	2	0	0	4
	Program elective	Management Information System	3	0	0	0	3
	Program elective	Indian Economic Problems	2	0	0	0	2
	Professional skills	Business Etiquettes & Corporate Grooming	2	0	0	0	2
	<b>TOTAL</b>		<b>16</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>19</b>

## BBA

### Exisiting Scheme

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P			Internal	External	Total	
Core Courses										
	Business Statistics	4	2	-	5	5	40	60	100	3Hrs

	Organization Behavior	4	-	-	4	4	40	60	100	3Hrs
	Financial Analysis of Decision Making	4	2	-	5	5	40	60	100	3Hrs
	Management Information System	4	-	-	4	4	40	60	100	3Hrs
	Indian Economic Problems	4	-	-	4	4	40	60	100	3Hrs
	Business Etiquettes & Corporate Grooming	4	-	-	4	4	100	-	100	3Hrs
Total		24	4	-	26	26				

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation: 5

**Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University.**

**SUBJECT TITLE: Business Statistics**

**SUBJECT CODE:**

**SEMESTER: III**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	2		5

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** The course will enable the students to understand statistics, how and when to apply statistical techniques to decision making situations and how to interpret the results.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
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<b>UNIT-I</b>	Statistics: Definition, Importance & Limitation, Collection of data, classification and presentation of frequency distribution. Measures of Central Tendency and Dispersion : Meaning and objectives of measure of central tendency- arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; Measure of variation, range, quartile deviation, mean deviation and standard deviation, coefficient of variation	<b>10</b>
<b>UNIT-II</b>	Regression Analysis: Introduction, Utility, Method of Least Squares, Coefficient of Regression, Standard Error of Estimate, Coefficient of Determination. Correlation: Meaning of correlation, types of correlation positive and Measurement of Correlation: Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation.	<b>15</b>
<b>UNIT-III</b>	Time Series and Forecasting: Introduction, Components of Time Series Analysis, Measurement of Secular Trend and Measurement of Seasonal Variations, Measurement of Cyclical Variations. Index Numbers: Introduction, Price Index Numbers, Quantity Index Numbers, Choice of Base for Computing Index Numbers.	<b>15</b>
<b>UNIT-IV</b>	Probability & Probability Distributions: Definition, Basic concepts, Events and experiments, random variables, expected value Types of probability: Classical approach, Relative frequency approach or empirical probability, Subjective approach to probability, Theorems of probability: Addition theorem, Multiplication theorem, Conditional probability, Bays Theorem.	<b>10</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Chandan J S	Statistics for Business and Economics Vikas Publications.
2	S P Gupta	Statistical Methods Sultan Chand.
3	Lewin and Rubin	Statistics for Management, Prentice-Hall of India, New Delhi.
4	S.C. Aggarwal & R.K Rana	Basic Statistics for Economists: V.K. India

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Sancheti and Kapoor V.	K,Statistics Theory, Methods & Application, Sultan Chand & Sons
2	R.P.Hooda,	Introduction to Statistics, Macmillan.

### Videos/SWYAM courses/MOOCs:

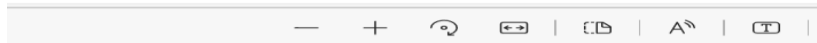
S.no	Name of Author	Course Name and link
1	Dr. Anupriya Pandey and Prof. M.S.S Raju	Business Mathematics and Statistics <a href="https://onlinecourses.swyam2.ac.in/nou23_cm08/preview">https://onlinecourses.swyam2.ac.in/nou23_cm08/preview</a>
2	Business Statistics	Prof. Mukesh Kumar Barua <a href="https://onlinecourses.nptel.ac.in/noc23_mg22/preview">https://onlinecourses.nptel.ac.in/noc23_mg22/preview</a>

### Recommended Journals:

Name of Journal	Name and link
Annals of Statistics	<a href="https://www.scimagojr.com/journalsearch.php?q=13649&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=13649&amp;tip=sid&amp;clean=0</a>
Journal of Business and Economic Statistic	<a href="https://www.scimagojr.com/journalsearch.php?q=27162&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=27162&amp;tip=sid&amp;clean=0</a>
Journal of the Royal Statistical Society. Series B: Statistical Methodolog	<a href="https://www.scimagojr.com/journalsearch.php?q=13531&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=13531&amp;tip=sid&amp;clean=0</a>

Osmania University

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#### **BUSINESS STATISTICS**

##### **OBJECTIVE:**

The Objective of this course to provide a student an understanding of basic statistical tools to apply for management problems and analysis. The tools starting from data gathering, tabulation, presentation and analysing using basic statistical techniques like measures of central tendency, dispersion, kurtosis, correlation and regression.

##### **UNIT – I : STATISTICS :**

Definitions – Statistical methods – Importance and Scope – Limitations – Need for Data – Principles of Measurement, Tabulation and Presentation:

**Classification of Data** – Data Array – Frequency Distribution – Methods of data Classification – Types of Frequency Distributions / tabulation of Data – Objectives of Tabulation – Parts and Types of Tables – Graphical Presentation – Functions of Graphs – Advantages and limitations of Graphs.

##### **UNIT – II : MEASURES OF CENTRAL TENDENCY :**

Introduction to Averages – Requisites for a Measure of Central Tendency, Mean - Combined mean – Weighted mean, Median – Partition values – Quartiles, Deciles and Percentiles, Relationship between Partition values–Mode– Relationship between Mean, Median and Mode.

##### **Measures of Dispersion:**

Introduction – Significance and Requisites of a Measure of dispersion, Range, QD, MD and SD- For Grouped and Ungrouped – Advantages and Disadvantages. Concept of Variation – Coefficient of Variation.

##### **Skewness and Kurtosis (SK):**

Introduction, Measures of SK, Relative measures of SK – Advantages and Disadvantages. Moments – concepts –Calculation – Kurtosis.

##### **UNIT – III : INDEX NUMBERS :**

Index Numbers - Introduction – Types – Characteristics – Construction weighted and unweighted index numbers – Price and Quantity/Volume index numbers – Tests – time reversal – Factor Reversal and Circular tests – Chain and Fixed base – Changing of base – Combining of two of more overlapping indices consumer price Index – Problems in Construction.

##### **UNIT – IV : PROBABILITY :**

Concepts – Random Experiment, Sample space – Definitions of probability, Simple Problems on Probability, Addition and Multiplication theorems, conditional, Joint and Marginal Probability.

**Sampling:** Sampling – Reasons of Sample survey – bias in Survey.Definitions of Population.

<p><b>Sampling:</b> Sampling – Reasons of Sample survey – bias in Survey, Definitions of Population, Sample, Parameter, Statistic – Principles of Sampling, Statistical Regularity, Inertia of Large Numbers, Optimization, Persistence of small numbers – Validity, Probability and non probability sampling methods – choice of sampling method, sampling distribution and Standard Error (SE).</p>
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## BBA (CBCS) Syllabus 2019 – 2020

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### UNIT – V : CORRELATION ANALYSIS :

Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation.

**Regression Analysis:** Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients (Simple problems only)

**Time Series Analysis:** Components, Models of Time Series – Additive, Multiplicative and Mixed models; Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods (Simple problems only).

### SUGGESTED BOOKS :

1. Gupta SC: "Fundamental of Statistics" 7<sup>th</sup> Ed, Himalaya Publishers House, 2019.
2. Sharma JK: "Business Statistics" 2<sup>nd</sup> Edition Pearson Education, 2007.
3. Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand, 1st Ed., 2009.
4. Bharadwaj, RS: "Business Statistics", Excel books, 2<sup>nd</sup> Ed, 2008.
5. J K Singh, Business Mathematics, 2018, HPH.

## Delhi University

B.Com.(Hons) CBCS

Department of Commerce, University of Delhi

### B.Com. (Hons.): Semester-V Paper BCH 5.4(d): BUSINESS STATISTICS

Duration: 3Hrs.

Marks: 100

Credits: 6

### Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for business decision making.

### Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: acquire a fair degree of proficiency in comprehending statistical data, processing and analysing it using descriptive statistical tools.
- CO2: gather knowledge about various probability concepts and distributions and their business applications.
- CO3: understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.
- CO4: develop an understanding of the index numbers and their utility in daily life and stock market.
- CO5: become aware of the patterns revealed by the time series data and to use it to make

business statistics 2/5

CO3: become aware of the patterns revealed by the time series data and to use it to make predictions for the future.

**Course Contents**

**Unit I: Descriptive Statistics**

1.1 Measures of Central Tendency  
 (a) Concept and properties of mathematical averages including arithmetic mean, geometric mean and harmonic mean.  
 (b) Positional Averages including Mode and Median (and other partition values - quartiles, deciles, and percentiles) with graphic presentation.

1.2 Measures of Dispersion: absolute and relative.  
 Range, quartile deviation, mean deviation, standard deviation, and their coefficients; Properties of standard deviation/variance.

1.3 Moments: Calculation and significance; Skewness: Meaning and Measurement (Karl Pearson and Bowley's measures); Kurtosis.

**Unit II: Probability and Probability Distributions**

2.1 Theory and approaches of probability.  
 2.2 Probability Theorems: Addition and Multiplication (Proof not required).

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B.Com.(Hons) CBCS Department of Commerce, University of Delhi

2.3 Conditional probability and Bayes' Theorem (Proof not required).  
 2.4 Expectation and variance of a random variable. Business Applications.  
 2.5 Probability distributions:  
 (a) Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution.  
 (b) Poisson distribution: Probability function (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution.  
 (c) Normal distribution: Properties of Normal curve and computation of Probabilities.

**Unit III: Simple Correlation and Regression Analysis**

3.1 Correlation Analysis: Meaning and types of Correlation; Correlation Vs Causation; Pearson's co-efficient of correlation: computation and properties (proofs not required). Probable and standard errors; Rank correlation.  
 3.2 Regression Analysis: Principle of least squares and regression lines; Regression equations and estimation; Properties of regression coefficients; Relationships between Correlation and Regression coefficients; Standard Error of Estimate.

**Unit IV: Index Numbers**

4.1 Meaning and uses of index numbers; Construction of Index numbers: fixed and chain base, univariate and composite; Methods of constructing Index numbers: Aggregatives and average of relatives – simple and weighted.  
 4.2 Tests of adequacy of index numbers; Base shifting, splicing and deflating; Problems in the constructions of index numbers.  
 4.3 Construction and Utility of Consumer Price Indices; BSE SENSEX and NSE NIFTY.

### Unit V: Time Series Analysis

- 5.1 Time Series Data; Components of time series; Additive and Multiplicative models.  
 5.2 Trend analysis; Fitting of trend line using principle of least squares – linear, second degree parabola and exponential; Shifting of Origin and Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages.  
 5.3 Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to-trend and Ratio-to-moving averages methods; Uses of Seasonal Indices.

### Practical Lab

The students will be familiarized with software (Commonly used Statistical Packages) and the statistical and other functions contained therein related to formation of frequency distributions and calculations of averages, measures of dispersion, correlation and regression co-efficients, CPI, BSE SENSEX & NSE NIFTY. This will be evaluated through internal assessment.

### References

- Anderson, Sweeney and William. *Statistics for Students of Economics and Business*. Cengage

## Punjab University

### **BBA 122: BUSINESS STATISTICS**

**Objective:** To impart the students about the basic knowledge of statistics.

#### **UNIT-I**

Statistics-Definition, Functions, Scope, Usage and Limitations of Statistics

Measures of Central Tendency: Types of Averages- Arithmetic Mean (Simple and Weighted), Median and Mode, Harmonic and Geometric Mean.

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation.

Correlation Analysis: Meaning, Types, Measurement of Simple Linear Correlation, Karl Persons Correlation Coefficient Method, Rank Correlation Method (Excluding multiple correlations).

Regression Analysis: Simple Linear Regression, Why there are two Regression Lines, Estimation of Coefficient (Intercept and Slope Parameters), Properties of Regression Coefficient

#### **UNIT -II**

Measures of Dispersion, Skewness and Kurtosis

Index Numbers: Meaning and Importance, Methods of Construction of Index Numbers: Weighted and Unweighted; Simple Aggregative Method, Simple Average of Price Relatives Method, Weighted Index Method: Laspeyres Method, Paasches Method and Fisher's Ideal Method including Time and Factor Reversal Tests, Consumer Price Index.

Time Series Analysis: Components, Estimation of Trends (Graphical Method, Semi Average Method, Moving Averages Method and Method of Least Squares), Seasonal Variation.

#### **Suggested Readings:**

1. Sundaresan and Jayaseelan - An Introduction to Business Mathematics and Statistical Methods
2. Dr. A K Arte & R V Prabhakar: A textbook of Business Mathematics.
3. Sanchethi and Kapoor, Business Mathematics.
4. Gupta S.P. - Statistical Methods
5. Navaneethan P. - Business Mathematics
6. Statistics - R.S.N. Pillai, Mrs. Bhagavathi
7. P.R. Vittal - Business Mathematics and Statistics.

**Instruction of Question Paper setter :** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice



**SUBJECT TITLE: Organization Behavior**

**SUBJECT CODE: BB2302**

**SEMESTER: III**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:.** This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

**Contents of Syllabus:**

Units	Contents	Contact Hours
Unit I	<b>Introduction:</b> definition of organizational behavior and its relevance in today's business environment, contributing disciplines to Organization Behavior (OB), challenges and prospects for OB. <b>Perception</b> – nature, importance, perceptual selectivity, stereotyping, halo effect. <b>Learning:</b> philosophies of learning, behavior modification. <b>Informational Technology and Organisational Behaviour</b>	10
Unit II	<b>Attitudes:</b> importance, components. <b>Personality:</b> meaning, self concept, self-esteem, major elements of personality. <b>Development of personality, Determinants of personality</b> <b>Motivation:</b> types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, procedure of motivation.	15
Unit III	<b>Leadership:</b> nature & importance of leadership, theories of leadership, leadership traits, Behavioral Styles in leadership, Johari Window Model <b>Foundations of Group Behavior:</b> Group dynamics, Types of groups, Group norms and roles, Group cohesiveness, <b>Teams</b> Difference between Group & Team, Creating effective team.	15
Unit IV	<b>Conflict Management;</b> conflict process; Individual & Group Level Conflict; Organization level Conflict; <b>Negotiations-</b> meaning & definition; Negotiations Process; Issues in Negotiations. <b>Stress Management:</b> meaning and concept of Stress, Stress in Organization. <b>Power and Politics in Organization:</b> nature & concepts, sources & types of Power, methods of Politics, <b>Organizational Culture:</b> meaning & concept, cultural differences & Business Ethics. <b>Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.</b>	10

**Recommended Study Materials**

**Recommended Text Books:**

S.no	Name of Author	Title
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1	Robbins	Organization Behaviour, Pearson Education Asia
2	Luthans	Organization Behaviour, Tata McGraw Hill
3	Newstrom	Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill
4	L.M. Prasad	Organisation Behaviour, Sultan Chand

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Schermerhorn, Hunt and Osborn	Organisational behavior, John Wiley
2	Udai Pareek	Understanding Organisational Behaviour, 2 <sup>nd</sup> Edition

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr.Nilam Panchal	Organizational behaviour  <a href="https://onlinecourses.swayam2.ac.in/cec20_mg03/preview">https://onlinecourses.swayam2.ac.in/cec20_mg03/preview</a>

#### Recommended Journals:

Name of Journal	Name and link
Journal of Organizational Behavior	<a href="https://onlinelibrary.wiley.com/journal/10991379">https://onlinelibrary.wiley.com/journal/10991379</a>
Organization Science	<a href="https://countryofpapers.com/journal/organization-science">https://countryofpapers.com/journal/organization-science</a>
Journal of Organizational Behavior	<a href="https://countryofpapers.com/journal/journal-of-organizational-behavior">https://countryofpapers.com/journal/journal-of-organizational-behavior</a>
International Organization	<a href="https://countryofpapers.com/journal/international-organization">https://countryofpapers.com/journal/international-organization</a>

Panjab University, BBA (Font in Green )

(Link: <https://puachd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202309034201>)

## **BBA102: ORGANIZATION BEHAVIOUR**

**Objective:** The objective of the paper is to provide broad understanding of basic concepts and techniques related to the study of human behavior in work-environment and to manage behavioral aspects of organization.

### **Unit-I**

Introduction: The Concept of Behaviour in Organizations, Significance of Organisational Behaviour; Models; Emerging Trends: Globalisation, The Changing Workforce, Employment Relationship; **Informational Technology and Organisational Behaviour**

Individual Behaviour and Interpersonal Behaviour: The Factors Affecting Individual Behaviour, Models of Individual Behaviour, Transactional Analysis in Interpersonal Behaviour.

Perception: Perceptual Process; Error in Perception; Improving Perception.

Personality in Organisation: Determinants of Personality; Theories of Personality-Myers-Briggs-Types- Indicator (MBTI).

Workforce Emotions, Attitude and Organisational Commitment: Types of Emotions; Managing Emotions; The Five Dimensions of Emotional Intelligence; Components of Attitude; Cognitive Dissonance Theory of Attitude; Building Organisational Commitment.

### **Unit II**

Motivation: Foundations of Employees Motivation; Content Theories of Motivation –Maslow, Herzberg , Mc Gregor and Mc Clenland.

Work Team and Conflict: Stages of Team Development; Team Norms. Team Cohesiveness; Social Loafing, Conflict: Types; Sources of Conflict; Resolving conflict.

Organisational Culture and Stress: Components of Culture; Strategies to Merge Different Culture; Strengthening Organisational Culture. Stress- Causes of Stress; Consequences; Stress Management Strategies.

Christ University, BBA (Font in Blue)

(Link:

[https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20MANAGEMENT/Master%20of%20Business%20Administration%20\(MBA\)/syllabus/30/2022](https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20MANAGEMENT/Master%20of%20Business%20Administration%20(MBA)/syllabus/30/2022) )

## ORGANIZATIONAL BEHAVIOUR

<b>Unit-1</b>	<b>Teaching Hours:5</b>
<b>Introduction to Organizational Behaviour</b>	
Historical Development, Behavioural sciences and Organizational behaviour, Meaning, Importance, Basic concepts, methods and tools for understanding behaviour, Challenges and Opportunities, OB model, ethical issues in organizational Behaviour.	
Cross-cultural management, managing multicultural teams, communicating across cultures, OB in the digital age.	
<b>Unit-2</b>	<b>Teaching Hours:10</b>
<b>Individual Behaviour ? Personality, Perception and Learning</b>	
Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers.	
Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.	

Anna University, BBA (Font in Pink )

(Link: <https://sites.google.com/site/mbaguides/syllabus-anna-university---organizational-behaviour>)

## Syllabus anna university - ORGANIZATIONAL BEHAVIOUR

ORGANIZATIONAL BEHAVIOUR		LT P C 3 0 0 3
UNIT I	FOCUS AND PURPOSE	5
Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.		
UNIT II	INDIVIDUAL BEHAVIOUR	12
Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – importance – Types – Effects on work behavior.		
UNIT III	GROUP BEHAVIOUR	10
Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.		
UNIT IV	LEADERSHIP AND POWER	8
Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.		
UNIT V	DYNAMICS OF ORGANIZATIONAL BEHAVIOUR	10
Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives -. Organizational effectiveness		

**Instruction of Question Paper setter :** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each . Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: Financial Statement Analysis for Decision Making****SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40****End Term Exam: 60****Duration of Exam; 3 Hrs****Objective and outcome of course:** After completing the course, the student shall be able to:

CO1: Understand various types of financial statements prepared by a Company business.

CO2: Know the availability of various tools available for analysis of Financial Statements.

CO3: Understand how to compute ratios and do their interpretation for effective decision making.

CO4: Understand the different types of activities which affect cash flow of a business.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	<b>Financial Statements of a Company:</b> Meaning, Nature, Objectives, Importance of Financial Statement, Types of Financial Statements: Statement of Profit & Loss and Statement of Financial position in prescribed form, Limitations of Financial Statements	10
<b>UNIT-II</b>	<b>Tools for Financial Statements Analysis :</b> Comparative Statements, Common size statements, and Trend analysis	10
<b>UNIT-III</b>	<b>Accounting Ratios:</b> Meaning, objectives, advantages, classification, computation & Interpretation: <b>Liquidity Ratios:</b> Current ratio and Quick ratio. <b>Solvency Ratios:</b> Debt to Equity Ratio, Total Asset to Debt Ratio, Proprietary Ratio and Interest Coverage Ratio. Debt to Capital Employed Ratio. <b>Activity Ratios:</b> Inventory Turnover Ratio, Trade Receivables Turnover Ratio, Trade Payables Turnover Ratio, Fixed Asset Turnover Ratio, Net Asset Turnover Ratio and Working Capital Turnover Ratio. <b>Profitability Ratios:</b> Gross Profit Ratio, Operating Ratio, Operating Profit Ratio, Net Profit Ratio and Return on Investment.	10
<b>UNIT-IV</b>	<b>Cash Flow Statement:</b> Meaning, objectives Benefits, Cash and Cash Equivalents, Classification of Activities and preparation (as per AS 3 (Revised) (Indirect Method only)	10

**Recommended Study Materials****Recommended Text Books:**

S.no	Name of Author	Title
1	Khan & Jain	Management Accounting.
2	I.M. Pandey	Management Accounting.
3	R.K. Mittal	Management Accounting



**Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
1	Prof. Anil K. Sharma	Financial Statement Analysis and Reporting <a href="https://onlinecourses.nptel.ac.in/noc23_mg12/preview">https://onlinecourses.nptel.ac.in/noc23_mg12/preview</a>
2	Padmini Srinivasan	Financial Accounting and Analysis <a href="https://onlinecourses.swayam2.ac.in/imb23_mg12/preview">https://onlinecourses.swayam2.ac.in/imb23_mg12/preview</a>

**Recommended Journals:**

Name of Journal	Name and link
<i>International Review of Financial Analysis (IRFA)</i>	<a href="https://www.sciencedirect.com/journal/international-review-of-financial-analysis">https://www.sciencedirect.com/journal/international-review-of-financial-analysis</a>
Journal of Financial and Quantitative Analysis	<a href="https://www.cambridge.org/core/journals/journal-of-financial-and-quantitative-analysis">https://www.cambridge.org/core/journals/journal-of-financial-and-quantitative-analysis</a>

**UNIVERSITY OF JAMMU****DIRECTORATE OF DISTANCE EDUCATION****UNIVERSITY OF JAMMU****M.COM FOURTH SEMESTER (Non-CBCS)****SYLLABUS****FINANCIAL DECISION ANALYSIS**

Course: M.COM-FC411

Max. Marks: 100 Marks

Credit: 4

External: 80 Marks

Time: 3.00 Hrs

Internal: 20 Marks

**OBJECTIVES:**

The objectives of this course is to give the students an intensive knowledge of the finance function in specified decision areas.

Page No.

**UNIT-1: NATURE OF FINANCIAL DECISION ANALYSIS**

7-92

Meaning and concept of financial analysis; Objectives and importance of financial analysis; Parties interested in financial analysis; Types of financial analysis; Major financial decision areas; Ratio analysis and performance: management's point of view, owner's point of view, lender's point of view; Basic factors influencing financial decisions; Projection of

<b>UNIT-1: NATURE OF FINANCIAL DECISION ANALYSIS</b>	Page No. 7-92
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Meaning and concept of financial analysis; Objectives and importance of financial analysis; Parties interested in financial analysis; Types of financial analysis; Major financial decision areas; Ratio analysis and performance: management's point of view, owner's point of view, lender's point of view; Basic factors influencing financial decisions; Projection of financial requirements: meaning and utility of financial projection, techniques of financial projections; Sustainable growth and proforma forecasts; Financial information system: nature of financial information system, role of financial information system in decision making, designing suitable financial information system.

<b>UNIT-II: RISK ANALYSIS</b>	93-180
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Concept of certainty, risk and uncertainty; Causes of risk; Types of risk; Risk- return relationship; Measurement of risk; Utility theory and risk analysis in investment decisions; Cost of uncertainty; Decision tree analysis; Capital Asset pricing Model; Capital market line; Security market line; Asset pricing implications of CAPM; Markowitz model; Economic value added and investment analysis

<b>UNIT-III: PORTFOLIO AND INSTITUTIONAL MONEY MANAGEMENT</b>	181-260
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Institutional investors; Portfolio management services; Three errors of the investment industry; Guidelines for investment decisions- the ten commandments; Guidelines for equity investing; Specification of investment objectives and constraints; quantification of capital market expectations; Asset allocation- strategic asset allocation; Asset allocation in response to evolving market; Equity portfolio management strategies; Bond portfolio management strategies.

response to evolving market; Equity portfolio management strategies; Bond portfolio management strategies.

<b>UNIT-IV: PROFIT PLANNING AND BUSINESS TAXATION</b>	261-382
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Concept of profit planning; Basics of profit planning; Approaches to profit planning; Strategy and Financial planning; Capital expenditure decisions; meaning, nature, importance, factors affecting capital expenditure decisions, techniques; Project financing; Taxation and specific management decisions- scope of tax planning in India; taxation and make or buy decision, taxation and capital structure policies, taxation and dividend decisions.

**Link: <https://www.distanceeducationju.in/pdf/M.CoM%20Iv%20Sem.pdf>**

### **Instruction for Question Paper setter:**

**Section-A** consist of 8 Question of 2 Marks each. All questions are compulsory.

**Section-B** consists of 7 Questions of 4 Marks each. Student has to attempt any 6 Questions.

**Section-C** consists of two questions of 10 Marks each. Out of these two one question will have internal choice



**SUBJECT TITLE: Management Information System**

**SUBJECT CODE: BB 2304**

**SEMESTER: III**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** To familiarize students with different types of information systems used at different levels in organizations. After the completion of this course students will be able to know the concepts and usage of different types of information systems at various managerial levels in the organizations.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Information and System Concepts: Information: Definition; Types of Information (Strategic Information, Operational Information); Information Quality; Kinds of Systems (Abstract and Physical Systems, Deterministic and Probabilistic Systems, Open and Closed Systems, User-Machine Systems); Human as an Information Processing System (Information Filtering, Human Differences in Information Processing, Implications for Information Systems).	<b>15</b>
<b>UNIT-II</b>	Management Information Systems: Basic Framework & Importance of MIS; concept of MIS, Nature and Scope of MIS, Characteristics & Functions of MIS. Information System Processing Functions, Decision Support, Levels of Management Activities, Organizational Functions; Classifications of MIS Decision Support System (DSS), Executive Support System, Business Expert Systems (BESs)	<b>15</b>
<b>UNIT-III</b>	Decision Making and MIS: Decision-Making, Simon's Model of Decision-Making, Types of Decisions, Purpose of Decision-Making, Level of Management, Report Generation.	<b>10</b>
<b>UNIT-IV</b>	Implementation and Evaluation of MIS Reports: Implementation process, planning and implementation stages, acquisition of facilities and space planning, MIS Organization and procedure development, User training, acquisition of hardware and software, Creation of forms and database, Testing, Change Over; Evaluation of MIS system.	<b>10</b>

**Recommended Books:**

• **TEXT BOOKS:**

S.no	Name of Author	Title
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1	Goyal, D.P	Management Information Systems, Third Edition, Macmillan.
2	Oz, Effy	Management Information Systems, , Thomson Press Indian Edition.
3	Kanter, J	Management Information Systems,,Third Edition, PHI
4	Davis, Gordan B. & Olson, M.H	Management Information Systems, , Second Edition

• **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Title
1	Rahul De'	Innovation and Information Technology Management <a href="https://onlinecourses.swayam2.ac.in/imb23_mg13/preview">https://onlinecourses.swayam2.ac.in/imb23_mg13/preview</a>
2	Bageshree Deo	Course in Information Technology <a href="https://onlinecourses.swayam2.ac.in/cec23_cs05/preview">https://onlinecourses.swayam2.ac.in/cec23_cs05/preview</a>
3	Shri. Akshay Kumar	Introduction to Information Technology <a href="https://onlinecourses.swayam2.ac.in/nou23_cs02/preview">https://onlinecourses.swayam2.ac.in/nou23_cs02/preview</a>

• **Recommended Journals:**

Name of Journal	Link
Information Systems Management	<a href="https://www.scimagojr.com/journalsearch.php?q=15442&amp;tip=sid">https://www.scimagojr.com/journalsearch.php?q=15442&amp;tip=sid</a>
International Journal of Information Systems and Management	<a href="https://www.inderscience.com/jhome.php?jcode=ijisam">https://www.inderscience.com/jhome.php?jcode=ijisam</a>

Source 1: Indore Indira institute of Business Management

## SYLLABUS

### Class – B.B.A. II Sem.

#### Subject – Management Information System

UNIT – I	The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.
UNIT – II	Planning, Implementation and Controlling of Management Information System.
UNIT – III	Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.
UNIT – IV	Managerial Decision Making, characteristics and components of Decision Support System.
UNIT – V	System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

<http://www.indoreindira.com/UG/images/BBA/BBA%20II%20Sem/Management%20Information%20System.pdf>

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: INDIAN ECONOMIC PROBLEMS**

**SUBJECT CODE:**

**SEMESTER: 3<sup>rd</sup> Sem.**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** After completing the course, the student shall be able to:

CO1: Understand various types of financial statements prepared by a Company business.

CO2: Know the availability of various tools available for analysis of Financial Statements.

CO3: Understand how to compute ratios and do their interpretation for effective decision making.

CO4: Understand the different types of activities which affect cash flow of a business.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Indian economy: features, size; natural resources: land, water, forest and energy; infrastructure: importance & types, infrastructure development programmes in India, important issues. Agriculture: features, importance, agricultural production and productivity, rural indebtedness, agricultural marketing, agricultural finance, agricultural policy, new development in agriculture: contract farming, organic farming and corporate farming. <b>Issues in Agriculture sector in India</b>	15
<b>UNIT-II</b>	Industrial development during the planning period; Industrial Policy, National manufacturing Policy; Micro, Small and Medium Enterprises (MSME): importance, problems and Govt. Policy; Large Scale Industries: Iron & Steel, Cement and Petrochemicals.	10
<b>UNIT-III</b>	<b>Economic Policies :- Economic Planning in India.</b> Service sector in India: growth and contribution of services, major areas of service sector in India. Foreign trade of India: composition and direction	10
<b>UNIT-IV</b>	<b>Problems of Indian economy:</b> population, poverty, unemployment, inflation, unequal distribution of income and wealth, inter-state disparities in the pattern of development.	10

**Recommended Books:**

- **TEXT BOOKS:**

S.no	Name of Author	Title
1	Datt and Mahajan	Indian Economy, S. Chand and Company.
2	Puri, V.K. and Misra, S.K	Indian Economy, Himalaya Publishing House.

• **REFERENCES:**

S.no	Name of Author	Title
1	Nagraj, R.	Aspects of India's Economic Growth and Reforms, academic Foundations, New Delhi
2	Jalan, Bimal	The Indian Economy – Problems and Prospects, Viking, New Delhi

• **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Title
1		

• **Recommended Journals:**

Name of Journal	Link
The Indian Economic Journal	<a href="https://journals.sagepub.com/home/iej">https://journals.sagepub.com/home/iej</a>
Indian Economic review	<a href="https://www.springer.com/journal/41775">https://www.springer.com/journal/41775</a>
Arthshastra Indian Journal of Economics & Research	<a href="https://indianjournalofeconomicsandresearch.com/">https://indianjournalofeconomicsandresearch.com /</a>

**Univ 1: Bhagat Phool Singh Mahila Vishwavidyalaya, Sonipat**

<http://www.bpswomenuniversity.ac.in/eco/pdf/CBCS-Syllabus.pdf> ( Yellow)

## **CBCS-ECO-II**

### **CBCS-Syllabus Semester-III Indian Economy**

**Time: 3 hrs.**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

#### **Unit –I**

Basic features and problems of Indian Economy: - Nature of Indian Economy, demographic features and Human Resource Development (HDI), Problems of Poverty, Unemployment, Inflation, income inequality, Black money in India.

#### **Unit-II**

Sectoral composition of Indian Economy: - Issues in Agriculture sector in India ,land reforms Green Revolution and agriculture policies of India , Industrial development , small scale and cottage industries, industrial Policy, Public sector in India, service sector in India.

#### **Unit-III**

Economic Policies :- Economic Planning in India , Planning commission v/s NITI Aayog, monetary policy in India, Fiscal Policy in India, Centre state Finance Relations, Finance commission in India. LPG policy in India.

#### **Unit-III**

Economic Policies :- Economic Planning in India , Planning commission v/s NITI Aayog, monetary policy in India, Fiscal Policy in India, Centre state Finance Relations, Finance commission in India. LPG policy in India.

#### **Unit-IV**

External sector in India: - India's foreign trade value composition and direction, India Balance of payment since 1991, FDI in India, Impact of Globalization on Indian Economy, WTO and India.

#### **Suggested Readings:**

1. Dutt Rudder and K.P.M Sunderam (2001): Indian Economy, S Chand & Co. Ltd. New Delhi.
2. Mishra S.K & V.K Puri (2001) "Indian Economy and –Its development experience", Himalaya Publishing House.
3. KapilaUma: Indian Economy: Policies and Performances, Academic Foundation
4. Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.
5. Jalan, B. (1996), India's Economic Policy- Preparing for the Twenty First Century, Viking, New Delhi.

University 2: Amity University, Gurugram

[https://www.amity.edu/gurugram/naac/1.1.3%20employability%20courses%20documents/1.1.3%20syllabus%20for%20employability%20courses/abs%20\(syllabus-%20employability\)/m.a%20economics%20\(syllabus\)%202018.pdf](https://www.amity.edu/gurugram/naac/1.1.3%20employability%20courses%20documents/1.1.3%20syllabus%20for%20employability%20courses/abs%20(syllabus-%20employability)/m.a%20economics%20(syllabus)%202018.pdf)

## INDIAN ECONOMY-ISSUES & POLICY

**Course Code: ECO4105**

**Credit Unit: 04**

**Course Objective:**

The objective of this course is to provide to students the basic knowledge of the structure of Indian Economy and its current developments.

**Course Contents**

**Module I: Growth and Structure of Indian Economy Since 1950**

Growth of Indian economy since 1950; Measures for raising economic growth; Trends in the nature and magnitude of poverty, inequality and unemployment; Changes in occupational Pattern, Demographic trends and economic development; Rate and trend in saving, Investment and growth rate

**Module II: Growth of Agricultural and Industrial Sectors**

Trends in agricultural production and productivity; Food policy and Public Distribution System (PDS); Impact of liberalization in agricultural sector; Industrial Growth performance and problems; Industrial concentration; its nature and extent; Cottage and small scale industries; Impact of liberalization and privatization on the Industrial sector

**Module III: Money Supply, Inflation and Public Policies**

Factors determining interest rates; Money supply and inflation in India; financial sector reforms during 1990's Recent tax reforms; Growth and structure of Subsidies in India; Macro-economic policies – fiscal policy, income policy and Stabilization policy; Parallel economy and its implications

**Module IV: International Trade Policies**

Composition and directions of India's foreign trade; Factors determining the Balance of payment. Is equilibrium in the balance of payment? Causes, consequences; and policy measure; India's policies towards foreign capital; collaboration, export; Promotion and import substitution. Exchange rate policy and the convertibility of Rupee

**Module V: Development Policies**

India's planned development; Successes and failures. Policies for social justice (With special reference to the alleviation of poverty, inequality and unemployment) Sectoral policies: Industrial and agrarian. Policies for liberalization and privatization

**Examination Scheme:**

**Instruction for Question Paper setter:**

**Section-A** consist of 8 Question of 2 Marks each. All questions are compulsory.

**Section-B** consists of 7 Questions of 4 Marks each. Student has to attempt any 6 Questions.

**Section-C** consists of two questions of 10 Marks each. Out of these two one question will have internal choice

**SUBJECT: Business Etiquettes & Corporate Grooming****SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40****End Term Exam: 60****Duration of Exam: 3 Hrs**

**OBJECTIVES:** To introduce the concept and importance of business ethics and corporate governance  
To know the facets of ethics management • To know the ethical values and Indian ethos in Management methodology for covering syllabus Class room lectures, Case studies, Role plays and Term projects

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Business Etiquette; Meaning, Significance of Business etiquettes in 21 <sup>st</sup> century. The ABC's of Etiquette, Developing a Culture of Excellence. Principles of Exceptional Work Behavior, Role of Good Manners in Business, Enduring Words Making Introductions and Greeting People: Greeting Components, E Mail Etiquette and its significance. Telephone etiquette and its significance. Meeting etiquette and its significance. Workplace etiquette: personal appearance, personal contact, etiquette in and around the office, Office party etiquettes.	<b>15</b>
<b>UNIT-II</b>	Cultural Differences and their Effects on Business Etiquette. BUSINESS ETHICS: Meaning – Definition – Nature – Importance. Principles of Business Ethics. Globalization and Business Ethics. Ethical Issues in Indian Business.	<b>15</b>
<b>UNIT-III</b>	ETHICAL VALUES: Work Ethics – Work Culture – Ethical Theories – Ethical Values- Environmental Ethics – Consumer Protection. Corporate Governance: Meaning, Need, Features, Models of Corporate Governance. Corporate governance and different stakeholders. Role, duties and responsibilities of Auditors under corporate governance. Bank and corporate governance.	<b>15</b>



<b>UNIT-IV</b>	<b>CORPORATE GOVERNANCE: Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Corporate Governance for Market capitalism.</b> Corporate Social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility. Profit maximization vs. social responsibility	<b>10</b>
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• **TEXT BOOKS:**

S.no	Name of Author	Title
1	Bhatia, S.K.,	Business Ethics and Corporate Governance
2	Bowie Norman	Business Ethics, Prentice Hall

• **REFERENCES:**

S.no	Name of Author	Title
1	Chakraborty, S.K.	Management by Values, Oxford Univ. Press
2	Balasubramanian, R.	Corporate Governance, IIM Bangalore
3	Laura P. Hartman	Perspectives in Business Ethics, Tata McGraw Hill.
4	Fernando A.C.	Business Ethics – An Indian Perspective, Pearson. (Chapter 7)

• **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Title
1	Prof Susmita Mukhopadhyaya. Co-ordinated by IIT Kharagpur	Business Ethics <a href="https://archive.nptel.ac.in/courses/110/105/110105079/">https://archive.nptel.ac.in/courses/110/105/110105079/</a>

• **Recommended Journals:**

**Name of Journal**

Business Ethics is a key to growth

**Link**

[https://ijert.org/viewfull.php?&p\\_id=IJCRT1134448](https://ijert.org/viewfull.php?&p_id=IJCRT1134448)

International Journal of Business Governance and Ethics	<a href="https://www.scopus.com/sourceid/4400151407">https://www.scopus.com/sourceid/4400151407</a>
Business and Professional Ethics Journal	<a href="https://www.scopus.com/sourceid/22290">https://www.scopus.com/sourceid/22290</a>
Journal of Business Ethics Education	<a href="https://www.scopus.com/sourceid/21101043376">https://www.scopus.com/sourceid/21101043376</a>
Corporate Governance (Bingley)	<a href="https://www.scopus.com/sourceid/18500157300">https://www.scopus.com/sourceid/18500157300</a>
Indian Journal of Corporate Governance	<a href="https://www.scopus.com/sourceid/21100863634">https://www.scopus.com/sourceid/21100863634</a>
Critical Studies on Corporate Responsibility, Governance and Sustainability	<a href="https://www.scopus.com/sourceid/21100297814">https://www.scopus.com/sourceid/21100297814</a>
Journal of Business Ethics	<a href="https://www.scopus.com/sourceid/23859">https://www.scopus.com/sourceid/23859</a>
Business Ethics, Environment and Responsibility	<a href="https://www.scopus.com/sourceid/21101053582">https://www.scopus.com/sourceid/21101053582</a>

#### **RESOURCES:**

- 1. Green – Punjab University BBA 22-23**
- 2. Blue – Delhi University.**
- 3. Pink – Gujrat technical University.**
- 4. Red- Deleted**
- 5. Black – Not changed**

**1). Punjab University:**

## BBA 323: BUSINESS ETHICS AND CORPORATE GOVERNANCE

**Objective:** The objective of this paper is to familiarize the students with the importance of ethics in business and understanding of issues related to corporate social responsibility and corporate governance.

### Unit 1

**Business Ethics:** Meaning and Concept, **Principles of Business Ethics**, Characteristics of Ethical Organisations, Theories of Business Ethics, **Globalization and Business Ethics**, Stakeholder's Protection, Corporate Governance and Business Ethics. **Ethical Issues in Indian Business.**

**Corporate Social Responsibility:** Social Responsibility of business with respect to different stakeholders, Arguments for and against social responsibility of business, Social Audit, Relation between Corporate Social Responsibility and Corporate Governance.

### Unit 2

**Corporate Governance:** Introduction of corporate governance, the role and purpose of the corporation and governance, Theoretical aspects of corporate governance, Agency theory and separation of ownership and control, Global corporate governance models, OECD principles, Cadbury Committee Report, Role of SEBI, Corporate Governance Reforms and Initiatives in India, Corporate Governance rating.

**NOTE:** The question paper will include short case studies in Section – A.

#### Suggested Readings:

1. J.P. Sharma, *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt. Ltd., New Delhi.
2. Bob Tricker, *Corporate Governance – Principles, Policies and Practice* (Indian Edition), Oxford University Press, New Delhi.
3. Andrew Crane, Dirk Matten, *Business Ethics*, Oxford University Press, New Delhi.
4. Daniel Albuquerque, *Business Ethics, Principles and Practices (Indian Edition)*, Oxford University Press, New Delhi
5. D Getta Rani and R K Mishra, *Corporate Governance – Theory and Practice*, Excel Books, New Delhi.
6. Christine A Mallin, *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
7. Fr. Floriano C. Roa, *Business Ethics and Social Responsibility*, Rexestore.

## BUSINESS ETHICS & CORPORATE GOVERNANCE

### Unit II

(3 weeks)

Corporate governance: concept, need to improve corporate governance standards, Features of good governance, Corporate governance abuses, Role played by regulators to improve corporate governance. Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor's Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.

International experience- UK scenario (Cadbury, Greenbury and Hampel committee; US scenario (Tread way commission, Blue ribbon committee, Sarbanes oxley act); OECD principles

Indian experience- imperatives, CII code of best practices, Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy committee report, Accounting standards and corporate governance

Corporate governance rating- need, importance, process, parameters

#### References:

Fernando A.C.: Business Ethics – An Indian Perspective, Pearson. (Chapter 7)

Velasquez Manuel G: Business ethics- concepts and cases, PHI. (Chapter 5, 6, 7, 8)

Sharma J P: Corporate Governance, Business Ethics & CSR, Ane Books. (Chapter 3, 4, 7, 8, 9, 10)

### Unit III

(3 weeks)

Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing.

Whistle blowing: Kinds of whistle blowing, Blowing as morally prohibited, Whistle blowing as morally permitted, Whistle blowing as morally required, precluding the need for whistle blowing.

Marketing truth and advertising: Marketing, Advertising, Truth and advertising, Manipulation and coercion, Allocation of moral responsibility in advertising

Trade secrets, corporate disclosure, insider trading: Trade secrets, corporate disclosure, insider trading, Accounting, finance, corporate takeovers: Accounting finance and banking, corporate

## BUSINESS ETHICS & CORPORATE GOVERNANCE

restructuring and takeovers, Discrimination, affirmative action, and reverse discrimination:  
Equal employment opportunity, Affirmative action, Preferential hiring  
Environmental protection: Safety and acceptable risk, Environmental harm, Pollution and its  
control, Product safety and corporate liability, strict liability

### References:

Fernando A.C.: Business Ethics – An Indian Perspective, Pearson. (Chapter 10, 11, 12, 14, 15, 18)  
Sharma J P: Corporate Governance, Business Ethics & CSR, Ane Books. (Chapter)  
Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill (Chapter 11, 13)  
Velasquez Manuel G: Business ethics- concepts and cases, PHI. (Chapter 5, 6, 7, 8)  
DeGeorge Richard T.: Business Ethics, Pearson. (Chapter 13, 14, 15, 16, 20)

### Unit IV

(3 weeks)

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility

Socially Responsive Management: Strategies of response, formulating socially responsive strategies Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self-regulation in discharge of social responsibility.

### References:

Fernando A.C.: Business Ethics – An Indian Perspective, Pearson. (Chapter 10, 12)  
Sharma J P: Corporate Governance, Business Ethics & CSR, Ane Books. (Chapter 12)  
Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill (Chapter 17, 18)

### Text Books:

1. Fernando A.C.- Business Ethics, Prentice Hall, Latest Edition.
2. Crane Andrew and Dark Matter- Business Ethics, Oxford Publications.
3. Davies Adrain – Best Practices in Corporate Governance (Gower), Latest Edition.
4. Fernando A.C. – Corporate Governance –Principles, Policies, and Practices (Pearson Education).



# GUJARAT TECHNOLOGICAL UNIVERSITY

## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Year – 3 (Semester –6) (W.F.F. Academic Year 2017-18)

**Subject Name: Business Etiquettes (BE)**

**Subject Code: 2567105**

### 1. Learning Outcomes:

At the end of semester students would be able to

- Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.
- Adopt attitudes and behaviors consistent with standard workplace expectations.
- Presenting oneself with finesse and making others comfortable in a business setting.
- Developing basic life skills or etiquettes in order to succeed in corporate culture.

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes** each.

### 3. Course Contents:

Module No.	Contents	No. of Sessions	Marks (out of 70)
I	<b>1. Business Etiquettes: An Overview</b> <ul style="list-style-type: none"><li>Significance of Business Etiquettes in 21<sup>st</sup> Century- Professional Advantage</li><li>Need and Importance of Professionalism</li><li>Leveraging the Use of technology in social media</li></ul> <b>2. Workplace Etiquette</b> <ul style="list-style-type: none"><li><b>Personal Appearance</b> - Formal Dressing, Casual Dressing, Accessories for Men &amp; Women, Footwear, General Appearance, What To Wear for Different Occasions. Using the Right Tone of Voice, Managing your volume in Business Settings, Sounding Confident. Dealing with Body Odour, Dealing with Bad Breath, Using Perfume</li><li><b>Etiquette for Personal Contact</b>- Introductions, Getting the names right, Handshakes, Facial Expressions, Eye Contact, Hand gestures &amp; Posture</li><li><b>Etiquette in and around the Office</b>- Conversations at Work, Dealing with Colleagues, Difficult People and</li></ul>	10	17

	<p>Issues Professionally ; Dealing with Confidential Issues in the Office, Dealing with Ethical Dilemmas</p> <ul style="list-style-type: none"> <li>• <b>Office Party Etiquette</b>- alcohol, attire, attendance, food, conversations, introductions, entertaining customers</li> </ul> <p><b>3. E-Mail Etiquette</b></p> <ul style="list-style-type: none"> <li>• <b>Significance of Netiquette</b></li> <li>• Enforcement of email etiquettes in the organization</li> <li>• E-mail: Way of professional communication</li> <li>• Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy</li> <li>• What every official mail should contain- Professional email address, Salutation, Subject line, concise body, closing the email, CC &amp; BCC</li> </ul>		
<b>II</b>	<p><b>4. Telephone Etiquette</b></p> <ul style="list-style-type: none"> <li>• Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages</li> <li>• Developing Cell Phone Etiquettes</li> <li>• Voicemail Etiquette</li> <li>• Telephonic Courtesies</li> </ul> <p><b>5. Meeting Etiquette</b></p> <ul style="list-style-type: none"> <li>• Managing a Meeting-Meeting agenda, Meeting logistics, Minute taking, protocols during the meeting; Duties of the chairperson,</li> <li>• Ground rules for conducting meeting</li> <li>• Effective Meeting Strategies - Preparing for the meeting, Conducting the meeting, Evaluating the meeting</li> <li>• Business Card Etiquette - Carrying business cards, Exchanging business cards, Receiving and storing business cards</li> </ul> <p><b>6. Dining Etiquette</b></p> <ul style="list-style-type: none"> <li>• Basics of Dining Etiquettes</li> <li>• Basic essentials of dining table etiquettes - Napkin Etiquette, Drinking Soup, seating arrangements, laying the table, how to use Cutlery, Posture &amp; Behavior, Do's and Don'ts</li> <li>• International Dining Etiquettes: Dining essentials in</li> </ul>	10	18



	other countries, American & Cortinental Styles of Eating • Business Meal Etiquette		
III	<b>7. Interview Etiquette For Applicants</b> <ul style="list-style-type: none"> <li>• What employers are looking for</li> <li>• Types of interviews</li> <li>• Top interview tips - preparing for an interview</li> <li>• Recommended interview attire</li> <li>• Interview checklist</li> <li>• Preparing for a telephonic interview</li> <li>• Frequently Asked Questions (FAQs) during interview</li> <li>• Common reasons for applicant rejection</li> </ul> <b>8. Public Speaking Etiquette</b> <ul style="list-style-type: none"> <li>• Speak hands-free, inject humor, Encourage Q and A's</li> <li>• Understand the power in a pause,</li> <li>• Stay mindful of the sound of your own voice</li> <li>• Understand your audience</li> </ul>	10	17
IV	<b>9. Presentation Etiquette</b> <ul style="list-style-type: none"> <li>• How to design great presentations – Colour scheme, font size, content, spellings, animation</li> <li>• How to make effective presentations – Body language, confidence, Eye contact</li> <li>• Common mistakes during presentations</li> </ul> <b>10. Multi-Cultural Challenges</b> <ul style="list-style-type: none"> <li>• Multi-cultural Etiquette</li> <li>• Examples of Cultural Insensitivity</li> <li>• Cultural Differences and their Effects on Business Etiquette</li> </ul>	10	18
V	<b>Practical:</b> <ol style="list-style-type: none"> <li>1. Visit professional organization and list down etiquettes followed.</li> <li>2. Visit Hotel management Training Institute or visit restaurants &amp; hotels along with trained personnel to practice dining habits.</li> <li>3. Attend seminars/workshop on Business Etiquettes</li> <li>4. Visit Air Hostess/Ground Duty Staff Training Academy in your city.</li> <li>5. Organize and participate in “Executive day” in your Institute.</li> </ol>	--	30 Marks of CEC

### Fourth Semester:

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P			Internal	External	Total	
Core Courses										
BB 2401 (Dr. Vishal)	Consumer Behavior	4	-	-	4	4	40	60	100	3Hrs
BB 2402 (Dr. Nidhi)	Training & Development	4	-	-	4	4	40	60	100	3Hrs
BB 2403 (Ms. Ruhani)	Cost Management	4	2	-	4	5	40	60	100	3Hrs
BB 2404 (Dr. G.S. Ghotra)	Data Analysis & Interpretation	4	-	-	4	4	40	60	100	3Hrs
BB 2405 (Dr. Jyotsna)	Introduction to financial markets	4	-	-	4	4	40	60	100	3Hrs
Elective Course										
BB 2406 (Ms. Shubhreet)	Productions & Operations Management	3	-	-	3	3	40	60	100	3Hrs
Ability Enhancement Compulsory Courses										
BB 2407	Verbal Communication & Presentation Skills	2	-	-	2	2	40	60	100	3Hrs

<b>BB 2408</b> (CA Amandeep)	Contemporary Issues in Business Management	3	-	-	3	3	100	-	100	3Hrs
<b>Skill Enhancement Compulsory Courses</b>										
<b>BB 2409</b>	Gender Justice & Women Empowerment	2	-	-	2	2	40	60	100	3Hrs
Total		29	2	-	30	<b>31</b>				

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation: 5

**SUBJECT TITLE: Consumer Behavior**

**SUBJECT CODE:**

**SEMESTER: IV**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:.** This course aims at enabling students to understand the various aspects of consumer behaviour, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Consumer behaviour: nature, scope & application. Consumer buying behaviour: consumer decision making process (five step model), factors	<b>10</b>

	affecting buying behaviour. Consumer as an individual: Consumer motivation: needs & goals, positive & negative motivation, types & systems of needs hierarchy & trio of needs. <b>Consumer behaviour and marketing strategy.</b>	
<b>Unit II</b>	Introduction to Personality: Theories, Product Personality, Perception: Concept and Elements of Perception and Attitude with reference to consumer behavior. Consumer in social & cultural setting: Reference groups: concepts, factors affecting reference groups.	<b>10</b>
<b>Unit III</b>	Family: Functions of family, Family decision making, Family Life Cycle social class & its measurement Culture & sub culture: definition & influence. <b>Participants in buying process, Individual v/s org buying behaviour.</b>	<b>10</b>
<b>Unit Iv</b>	Consumer Decision Making: Introduction. Leadership & leadership Process. Diffusion of innovations: Diffusion Process, Adoption Process. <b>Marketing success and failure and consumer behaviour.</b>	<b>10</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Schiffman, L.G. and Kanuk, L.L.,	Consumer Behavior', Pearson Education
2	Loudon, D. and Bitta, D	Consumer Behaviour', Tata McGraw Hill
3	Assael, H.	Consumer Behaviour in Action', Cengage Learning
4	Blackwell, R.D., Miniard, P.W. and Engel, J.F.	Consumer Behaviour', Cengage Learning

#### Recommended Reference Books:

S.no	Name of Author	Title
<b>1</b>	<b>Hoyer, Wayne D., Deborah J. MacInnis, Rick Pieters (2012)</b>	<b>Consumer Behavior, 6 th Ed. Houghton</b>
<b>2</b>	<b>Mifflin Co: Boston: MA. Cialdini, Robert (2006)</b>	<b>Influence: The Psychology of Persuasion, Collins</b>

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
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1	Dr. Mamta Brahmabhatt	<b>CONSUMER BEHAVIOUR</b>  <a href="https://onlinecourses.swayam2.ac.in/cec21_mg26/preview">https://onlinecourses.swayam2.ac.in/cec21_mg26/preview</a>
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**Recommended Journals:**

<b>Name of Journal</b>	<b>Name and link</b>
<a href="#">The journal of consumer research</a>	<a href="https://qut.primo.exlibrisgroup.com/discovery/fulldisplay">https://qut.primo.exlibrisgroup.com/discovery/fulldisplay</a>
<a href="#">Journal of consumer behaviour</a>	<a href="https://qut.primo.exlibrisgroup.com/discovery/fulldisplay?docid">https://qut.primo.exlibrisgroup.com/discovery/fulldisplay?docid</a>
<a href="#">Journal of consumer psychology</a>	<a href="https://qut.primo.exlibrisgroup.com/discovery/fulldisplay">https://qut.primo.exlibrisgroup.com/discovery/fulldisplay</a>
<a href="#">Journal of consumer culture</a>	<a href="https://qut.primo.exlibrisgroup.com/discovery">https://qut.primo.exlibrisgroup.com/discovery</a>

**Panjab University, (Font in Green )**

**(Link: <https://puchd.ac.in/includes/syllabus/2015/20150715151333-mbagenral2015-16.pdf?202302175201>)**

## **MBA7141: ADVERTISING AND CONSUMER BEHAVIOUR**

**Objective:** Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

### **UNIT I**

Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

### **UNIT II**

Developing advertising programmes - message, headlines, copy, logo, illustration, appeal, layout, campaign planning; media planning, budgeting; evaluation - opinion and attitude tests, measurement of advertising effectiveness, advertising organisation - selection, compensation and appraisal of an agency, role of creativity in advertising.

### **UNIT III**

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

### **UNIT IV**

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class,



Amity University, (Font in Blue)

(Link:

[https://www.amity.edu/gurugram/naac/1.1.3%20employability%20courses%20documents/1.1.3%20syllabus%20for%20employability%20courses/abs%20\(syllabus-%20employability\)/mba%20\(gen\)%20syllabus%202018.pdf](https://www.amity.edu/gurugram/naac/1.1.3%20employability%20courses%20documents/1.1.3%20syllabus%20for%20employability%20courses/abs%20(syllabus-%20employability)/mba%20(gen)%20syllabus%202018.pdf)

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## CONSUMER BEHAVIOUR

Course Code: MKT4308

Credit Units: 03

### Course Objective:

The course will enable the students to define the concept of consumer behavior and reveal its importance in the context of marketing, to identify various factors that influence consumer behavior and also to examine the intricacies involved in the consumer decision-making process.

### Course Contents:

#### Module-I: Introduction:

Introduction to CB, Model of Consumer buying Decision Making, **Participants in buying process, Individual v/s org buying behavior,** Concept of consumer Research, Consumer Research Process, Consumer Research Design, Identifying segments, Addressing the needs of market, Profitability of segmentation, Criteria of segmentation, Bayesian Analysis, Value of brand, Brand Loyalty, Seven R's of marketing mix, Inter-market segmentation, STP.

#### Module-II: Consumer as an Individual:

*Consumer demographics:* Analysis, Consumer life styles and lifestyle marketing VALS, LOV; *Motivation:* Types of Needs and Goals, Nature and role of motive, Classifying motives, Motive arousal, Motivation Research; *Personality:* Personality theories, Measuring Personality, How self concept develops, Consistency of Self; *Perception:* Active Search, Passive reception, concepts related to perception, Marketing Implications; *Learning:* Cues, Response, Reinforcement, Characteristics of Memory systems, Theories of learning; *Attitude:* Characteristics of attitude, Functions of attitude, Sources of attitude development, Attitude theories and models, Strategies for changing attitude.

#### Module-III: Environmental influences on CB:

*Group Dynamics:* Importance of group dynamics in decision making, Characteristics of group, Types of groups; *Reference groups:* Types of reference groups, Application of reference group in CB; *Family:* Significance of family in CB, Family life cycle, Family purchasing decision; *Social Class:* Meaning of social class, Process of social stratification, Nature of social class, Social class measurement, Role of social class in segmenting markets, Social class and consumer behavior; *Culture:* What is culture, The content of culture, Culture as a process. *Sub-Culture:* Defining subculture, Analyzing subculture; *Personal Influence:* Nature and significance of personal influence, Who are opinion leaders, Why do opinion leader attempts to influence others, Why followers accept personal influence, The market maven, Marketing Implications of Personal influence, Identifying and using opinion leaders directly, Creating opinion leaders, Simulating opinion leadership, Stifling opinion leadership, Identifying OL

#### Module-IV: Consumer Decision Making Process

*Decision Process:* Buying decision process, Nicosia Model, Howard Sheth Model, Engel -Kollat-Blackwell Model, Types of buying behavior, Steps in buying decision process, Impulse purchase and customer loyalty; *Diffusion of innovation:* What is an innovation, Types of Innovation, The Adoption process, The Diffusion process.

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Delhi University, (Font in Pink )

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf> )

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#### **MBAFT-7601: CONSUMER BEHAVIOUR**

##### **Course Objectives:**

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

##### **Course Learning Outcomes:**

1. Develop an understanding of factors that influence consumer buying behavior
2. Appreciate mental processes that precede the act of purchase

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*Faculty of Management Studies, University of Delhi*



3. Learn models that map and explain consumer buying processes
4. Learn how to base marketing decisions on consumer insights
5. Understand the influence of socio-cultural factors on consumer behavior

##### **Contents:**

**Unit I:** Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.

Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.

**Unit II:** Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant

**Unit III:** Consumer perception and knowledge: categorization process and discrimination, Types of thresholds, consumer memory network.

Consumer learning: connectionist and non-connectionist approaches

**Unit IV:** Motivation and drive: theories and means and end chain, Hierarchical value mapping.

Personality and self-concept influence: Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self image, creating aspiration brand

**Unit V:** Demographic and psychographic segmentation: lifestyle and psychographics Reference group influence: categories and types of influence

Consumer culture: values and orientation, sub-culture, social class

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**Instruction of Question Paper setter :** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: Training & Development**

**SUBJECT CODE: BB 2402**

**SEMESTER: IV**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans as well as techniques and methods used in developing people shall be taught.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Training and Development: Concept Meaning & Importance of Training & Development, Process and Significant of T&D, Need Identification for Training, Methods of measuring Training needs, Principles and theories of Learning.	<b>10</b>
<b>UNIT-II</b>	Types of Training & Development, Training and Development System in India, Training & Development Centers, Role of External Agency in Training and Development, Training for change, Barriers in Training.	<b>10</b>
<b>UNIT-III</b>	Effective Trainer development, Implementing Training Programs & Process of Designing Training programs. Various Approaches for Management Development, Team Building Exercises, Management Games, Simulations.	<b>15</b>
<b>UNIT-IV</b>	Evaluation of Training and Development Programs, Basic Criteria, Identification of Problems. Steps Involved in Evaluation. Models used for	<b>15</b>

	evaluation: CIRO Model, Kirkpatrick Model of Evaluation, Analyzing Cost-Benefit of Training. <b>Issues and Challenges in Training and Development in India.</b>	
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### Recommended Study Materials

Recommended Text Books:

Sr. No:	Name of author	Title
1	Craig ,Robert	Training and Development' McGraw Hill, New York
2	Lynton,R.P and U.Pareek	Training and Development' IrwineDoresy, Hopwood
3	Goldstein, I.L. & Kevin, J.,	Training in Organizations, Needs Assessment, Development and Evaluation, Cengage Learning.

Recommended Reference Books:

Sr. No:	Name of author	Title
1	Dayal ,I	Manpower Training in organizations' Prentice Hall of India, New Delhi
2	Reddy	Effective Human Resource Training and Development Strategy' Himalaya Publications
3	Kirkpatrick, D.L.,	Evaluating Training Programs: the four levels, San Francisco, Berrett-Koehler.
4	Rao, P.L	Enriching Human Capital through Training and Development, Excel Books

Videos/SWYAM courses/MOOCs:

Sr. No:	Name of author	Course Name and link
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1	Prof. Susmita Mukhopadhyay Prof. S.Srinivasan	<a href="https://onlinecourses.nptel.ac.in/noc23_hs18/preview">https://onlinecourses.nptel.ac.in/noc23_hs18/preview</a>
2	Prof. Susmita Mukhopadhyay Prof. S.Srinivasan	<a href="https://nptel.ac.in/courses/109105192">https://nptel.ac.in/courses/109105192</a>

### Recommended Journals:

Name of Journals	Link
International Journal of Training & Development	<a href="https://onlinelibrary.wiley.com/doi/full/10.1111/ijtd.12293">https://onlinelibrary.wiley.com/doi/full/10.1111/ijtd.12293</a>
European Journal of Training and Development	<a href="https://www.emerald.com/insight/publication/issn/2046-9012">https://www.emerald.com/insight/publication/issn/2046-9012</a>
International Journal of Training Research	<a href="https://www.tandfonline.com/toc/ritr20/current">https://www.tandfonline.com/toc/ritr20/current</a>
Journal of Learning for Development	<a href="https://jl4d.org/index.php/ejl4d">https://jl4d.org/index.php/ejl4d</a>



assessment, designing of training / learning modules, resource planning including e-resources and online learning resources, management of support facilities/ services, coordination with institutions/ experts, and evaluating training / learning outcomes.

#### **Course Content:**

**Module 1:** Overview of the Training (Learning and Development) Process and training function in traditional and modern organizations; Stakeholders in training; Internal Customers and their expectations; Understanding changing nature of work place, skills and competencies needed in the context of changing technology, values and aspirations of people.

**Module 2:** Key components of managing training function: Designing tools for and / or undertaking training needs analysis; Understanding development of training modules using **principles and theories of learning**; Instructional Objectives and Lesson Plans; Planning for and managing training / learning resources including e-modules, online/offline resources, audio-visual support and training aides; training calendar and training budget; Managing vendors and Institutions; Facility management.

**Module 3:** Delivery of training/ learning modules including facilitation of training / learning climate, instructional methods; Measuring and evaluating training effectiveness and outcomes, including linkage with performance management and RoI.

## MANAGEMENT TRAINING AND DEVELOPMENT

### **Objectives:**

The purpose of this paper is to provide an in-depth understanding of the role of training in HRD, and enable the students to manage the training systems and processes.

### **Course Contents:**

Training: Meaning, Difference between Training & Development, Objectives of Training, Role, responsibilities of Training Managers, Need for Training in the Present scenario, the Training process

Organisation and Management of Training Function, Training Need Assessment, Organisation Analysis, Competency Models, Action Research

Instructional Objectives & Lesson Planning, Learning Process: Theories, Training Climate & Pedagogy, Developing Training modules.

Training Methods & Techniques, Facilities Planning & Training Aids, Training Communication, Training Evaluation: Methods, Training & Development in India

Project dealing with Training Practices in Organisations, Indian & MNCs

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Concept of training and development, difference between training and development, significance of training and development, training objectives, evolving training policy, aligning training and development policies with corporate strategies, learning process, training needs assessment.

#### UNIT II

Development of training plans, various training methods and techniques, issues in training-location, duration, techniques, preparing training programs for selected categories of employees in different manufacturing and service organizations, evaluation of training programs training effectiveness.

#### UNIT III

Development objectives, evolving development policy, development needs assessment, preparing development plans, methods and techniques of development, issues in development-location, duration, techniques.

#### UNIT IV

Preparing development programs for different categories of managers-top, middle level and lower level in different manufacturing and service organizations, evaluation of development programs, ways of determining development effectiveness in the organizations, significance of training and development in human resources functions like compensation, appraisal and succession.

**INSTRUCTION FOR QUESTION PAPER SETTER:** The question paper should be divided into three parts. Part A shall consist of 8 questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions have to attempt and Part C shall consist of 3 long questions of 10 marks each out of which 1 question shall have internal choice.

**SUBJECT TITLE:** Cost Management

**SUBJECT CODE:** BB3206

**SEMESTER:** IV

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** To understand how to use different techniques of cost management with a strategic perspective.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Cost Management: Need Significance and Different Areas of Cost Management and Application. Strategic Total Cost Management , Cost Control and Cost Reduction , Behavioural Consequences of Using Cost Accounting Controls.	<b>10</b>
<b>UNIT-II</b>	Contemporary Concepts: Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC). Target Costing, Life Cycle Costing, Value Chain Analysis. Concept of JIT , Continuous improvement and Cost of Quality Reporting .	<b>10</b>
<b>UNIT-III</b>	<b>Balanced Scorecard</b> : Meaning ,Four perspectives of a Balanced Scorecard , Key Performance Indicators (KPI) , Advantages and Disadvantages of BS , <b>Cost Benchmarking</b> : Historical Background, Meaning and Definition, Types of Benchmarking, Process of Benchmarking and Other Cost Management Techniques, EVA , Total Quality Management (TQM ) , Kaizen Costing and Backflush Costing .	<b>15</b>
<b>UNIT-IV</b>	Learning Curves and their use in Predicting Product / Service Costs. Basic Knowledge of Cost Accounting Record Rules & Cost Accounting Standards . Cost Audit.	<b>15</b>

**Instruction of Question Paper setter :** The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 mark each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

## Recommended Study Materials

### Recommended Text Books :

S.No.	Name of Author	Title
1	N. Maheshwari	Fundamentals of Costing, Sultan Chand and Sons, New Delhi.
2	Jawahar Lal & Seema Srivastava	Cost Accounting, TMH
3	Shukla, M.C,Grewal T.S. and Gupta M.P	Cost Accounting: Text and Problem S. Chand & Co. Ltd., New Delhi
4	Kishore Ravi M	Cost and management Accounting, Taxmann
5	M.Y.Khan & P.K.Jain	Management Accounting, TMH

### Recommended Reference Books :

S.No.	Name of Author	Title
1	Horngren, Foster, Datar	Cost Accounting- A Managerial Emphasis, Pearson.
2	Blocher et. al., Cost Management	Cost Management: A Strategic Emphasis, McGraw-Hill/Irwin.
3	Shank/Govindarajan	Strategic Cost Management, Free Press.

### Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	Prof. CA. Varadraj Bapat ,	<a href="https://onlinecourses.nptel.ac.in/noc19_mg38/preview">https://onlinecourses.nptel.ac.in/noc19_mg38/preview</a>



	IIT Bombay	
2	By M S Narasimhan , Indian Institute of Management Bangalore (IIMB)	<a href="https://onlinecourses.swayam2.ac.in/imb20_mg31/preview">https://onlinecourses.swayam2.ac.in/imb20_mg31/preview</a>

### Recommended Journals :

S.No.	Name of Author	Name & Link
1	Rasha El-Haddad , May M. Elewa	The Effect of Strategic Cost Management Tools on the Performance of Public-Private Partnership Projects <a href="https://atasu.journals.ekb.eg/article_38341_ae6f50488b62a9f8fae0da84d4fe84c7.pdf">https://atasu.journals.ekb.eg/article_38341_ae6f50488b62a9f8fae0da84d4fe84c7.pdf</a>

Name of Journals	Link
The International Journal of Strategic Cost Management	<a href="https://www.uakron.edu/cba/centers-and-institutes/igb/scm/">https://www.uakron.edu/cba/centers-and-institutes/igb/scm/</a>
Journal of Cost Management	<a href="https://www.researchgate.net/journal/Journal-of-Cost-Management-1092-8057">https://www.researchgate.net/journal/Journal-of-Cost-Management-1092-8057</a>
The ICEC International Cost Management Journal (ICMJ)	<a href="https://www.icoste.org/publications/icmj-2/">https://www.icoste.org/publications/icmj-2/</a>

### Source : PANJAB UNIVERSITY

<file:///C:/Documents%20and%20Settings/xp/My%20Documents/Downloads/20220906152918-mbaentrepreneurshipsyllabus2019-2020.pdf>

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Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

## **UNIT II**

Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

## **UNIT III**

Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC).

## **UNIT IV**

Strategic role of non-financial performance indicators, management and control of quality -

Source : Savitribai Phule Pune University

<https://symbiosiscollege.edu.in/assets/pdf/TYBCOM/tybcom%20syllabus%20pdf%20files/Strategic%20Cost%20Management%20Special%20Paper%207.pdf>

- 
- Illustrations and Case Studies.

### **3.4 Balanced Scorecard**

- Meaning
- Four perspectives of a Balanced Scorecard
- Key Performance Indicators (KPI)
- Advantages and Disadvantages of BS
- Case Studies.

### **3.5 Kaizen Costing**

- Meaning and Definition – Kaizen and Kaizen Costing
- Principles
- Operating Procedure
- Reasons for Failure
- Case Studies

### **3.6 Cost Benchmarking**

- Historical Background.
- Meaning and Definition.
- Types of Benchmarking.
- Process of Benchmarking.
- Benchmarking and Other Cost Management Techniques.

**Instruction of Question Paper setter :** The Question consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

**Source :**

Symbiosis College of Arts & Commerce under Savitribai Phule Pune University.

Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each . Part B shall consist of 7 short Questions of 4 marks each out of which 6 are compulsory & Part C shall

**SUBJECT TITLE: Data Analysis & Interpretation**

**SUBJECT CODE:**

**SEMESTER: IV**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	2	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**.Objective and outcome of course:.** The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Definition, Importance Scope of Research. Types of Research, Objectives of Research, Research methods and Research methodology. Variables and Parameters. Research Design, Types of Research Designs. Research and Market Research-Product Research, Advertisement and sales Promotion Research, sales control Research.	<b>15</b>
<b>UNIT-II</b>	Data, definition nature and scope. Data Collection Methods – Primary vs. Secondary Data, Questionnaire Development Process, Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire, Processing of Research Data – Editing, Coding, Classification and Tabulation.	<b>15</b>
<b>UNIT-III</b>	Sample and sampling Techniques, Definition of Sample, sampling, sample design Sample Size, methods of sampling, Sampling Techniques. Probability and Non probability Sampling Techniques, Limitation of Sampling Techniques.	<b>15</b>
<b>UNIT-IV</b>	Fundamental Concepts of Hypothesis Testing- Developing null and alternate hypothesis, Hypothesis testing procedure, the critical value of the test statistic, regions and rejection and non-rejection, Type I error and Type II error, Level of significance, Parametric tests (z-test, t-test, and F-test) and Non-parametric test(Chi-square test, One-way and two-way ANOVA)	<b>10</b>

**Instruction of Question Paper setter :** The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 mark each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

## Recommended Study Materials

### Recommended Text Books :

S.No.	Name of Author	Title
1	M.P. Gupta & S.P. Gupta	Business Statistics, Sultan Chand and Sons.
2	Kothari C.R	‘Research Methodology – Methods and Techniques’, Wishwa Prakashan, New Delhi.
3	Zikmund, Babin, Carr, Adhikari, Griffin	Business Research Methods, Cengage Learning, 1e, 2012
4	D R. Cooper, & P.S,Schindler	Business Research Methods, Tata McGraw Hill
5	Zina O’Leary	The Essential Guide to Doing Research, SAGE, 2004

### Recommended Reference Books :

S.No.	Name of Author	Title
1	Aaker, David A; Kumar V and George S.	Marketing Research, Sixth edition, John Wiley & Sons
2	Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F.	Market Research – Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.
3	Luck, David J and Rubin, Ronald S	Marketing Research, Seventh edition, Prentice Hall of India.
4	J.K. Sharma	Business Statistics, Pearson Publication.
5	Malhotra N.K.	‘Marketing Research – An Applied Orientation’, Pearson Education Ptc. Ltd., New Delhi.

### Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1.	Prof. M P Gururajan, Prof. Hina Gokhale IIT Bombay.	<a href="https://onlinecourses.nptel.ac.in/noc21_mm09/preview">https://onlinecourses.nptel.ac.in/noc21_mm09/preview</a>

### Recommended Journals :

S.No.	Name of Author	Name & Link
1	Zulfiqar Ali, S Bala Bhaskar	Basic statistical tools in research and data analysis <a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5037948/pdf/IJA-60-662.pdf">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5037948/pdf/IJA-60-662.pdf</a>

Name of Journals	Link
International Journal of Data Science and Analytics	<a href="https://www.springer.com/journal/41060">https://www.springer.com/journal/41060</a>
International Journal of Data Analytics (IJDA)	<a href="https://www.igi-global.com/journal/international-journal-data-analytics/225843">https://www.igi-global.com/journal/international-journal-data-analytics/225843</a>
International Journal of Data Analysis Techniques and Strategies	<a href="https://www.inderscience.com/jhome.php?jcode=ijdots">https://www.inderscience.com/jhome.php?jcode=ijdots</a>

**Source : Jamia Millia Islamia University**

[https://www.jmi.ac.in/upload/programme/cs\\_centre\\_cms\\_mba\\_full1.pdf](https://www.jmi.ac.in/upload/programme/cs_centre_cms_mba_full1.pdf)

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#### **Course Contents:**

Meaning and Significance of Research in Management, Different Approaches to Research – Scientific Methods and Non-scientific Methods, Types of Research – Historical Studies, Case Studies, Survey and Experimental Studies, Research Process, Criteria for Good Research, Critically Reviewing the Literature.

Formulation of Research Problem, Defining a Research Problem, Formulating Research Hypotheses, Meaning of Research Designs, Need for Research Design, Features of Good Research Design, Various Research Designs.

Sampling Techniques, Steps in Sampling, Types of Sample Design – Probability and Non-probability Sampling Designs, Size of Sample, Sampling Errors, Concept of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement.

Data Collection Methods – Primary vs. Secondary Data, Questionnaire Development Process, Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire, Processing of Research Data – Editing, Coding, Classification and Tabulation.

Measures of Central Tendency, Measures of Dispersion and Skewness, Testing of Hypotheses, Advance Techniques of Data Analysis – Correlation and Regression Analysis, ANOVA, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Data Analysis by Software Packages.

#### **Suggested Readings:**

[file:///C:/Documents%20and%20Settings/xp/My%20Documents/Downloads/Amity%20BCOM%20\(2\).pdf](file:///C:/Documents%20and%20Settings/xp/My%20Documents/Downloads/Amity%20BCOM%20(2).pdf)

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<b>Numerical Measures</b> <ol style="list-style-type: none"><li>1. Arithmetic Mean, Median and Mode.</li><li>2. Partition Values- Quartiles, and percentiles.</li><li>3. Measures of Variability: Range, IQR; Variance, Standard Deviation, Coefficient of variation.</li><li>4. Use of MS Excel for Numerical Measures</li></ol>
<b>Module II Probability and Probability Distributions</b>
<b>Descriptors/Topics</b> <ol style="list-style-type: none"><li>1. Types of events and Algebra of events. Assigning probability to events;</li><li>2. Joint, Marginal and Conditional Probability.</li><li>3. Probability Rules; complement Rule, Multiplication Rule, Addition Rule, Bayes' Theorem.</li></ol> <b>Probability Distributions:</b> <ol style="list-style-type: none"><li>1. Mean or Expected value of random variable.</li><li>2. Variance and Standard Deviation of random variables.</li><li>3. Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.</li><li>4. Using MS Excel for computation of Binomial, Poisson and Normal probabilities.</li></ol>
<b>Module III Sampling, Sampling Distribution and Estimation</b>
<b>Descriptors/Topics</b> <ol style="list-style-type: none"><li>1. Sampling: Basic Concepts, Types of Sampling and Non-Sampling Errors and Precautions,</li><li>2. Central Limit Theorem,</li><li>3. Sampling Distribution of the mean, Sampling distribution of proportion.</li><li>4. Estimation: Types Estimates, Using <math>z</math> Statistic for estimating population mean,</li><li>5. Confidence interval for estimating population mean when population SD is unknown,</li><li>6. Estimating population mean using <math>t</math> Statistic (small sample case), and Confidence interval estimation for population proportion.</li><li>7. Using MS Excel for confidence interval construction.</li></ol>
<b>Module IV Hypothesis Testing</b>
<b>Descriptors/Topics</b> <b>Fundamental Concepts of Hypothesis Testing:</b> <ol style="list-style-type: none"><li>1. Developing null and alternate hypothesis,</li><li>2. Hypothesis testing procedure, the critical value of the test statistic, regions and rejection and non-rejection,</li><li>3. Type I error and Type II error,</li><li>4. Level of significance,</li><li>5. The confidence coefficient, The power of a test,</li></ol>

<b>Module II : Research Methods and Data Collection Technique</b>
Research modelling: Types, and Stages; Data collection methods: Survey, Observation and Questionnaire ; Questionnaire Design: Steps in constructing a questionnaire, Types of questions, Attitude measurement ; Scaling techniques: Ratio, interval, ordinal and nominal ; Sampling Plan: Sampling frame, sample selection methods- Probability and non- probability, sample size; Sampling and non-sampling errors; Editing, tabulating and validating of data.
<b>Module III : Data Analyses Techniques</b>
Descriptive statistics, Review of hypothesis testing procedures: Parametric tests (z-test, t-test, and F-test) and Non-parametric test(Chi-square test, One-way and two-way ANOVA) Associative and Predictive analysis: Correlation and Regression- bivariate and multivariate
Multivariate Techniques: Multi-Dimensional scaling, Data reduction (Factor analysis) and cluster analysis Data Analysis: Introduction to statistical software SPSS 21.0
<b>Module IV : Field Project and Report Writing</b>
Pre-Writing considerations, Research report components, Common Problems encountered when preparing the Research Report. Presenting research report.

#### References

1. Cooper D R, Schindler P S and Sharma J K (2012) ; Business Research Methods, McGraw Hill Education
  2. Bryman and Bell; Business Research Methods, Oxford University Press
  3. Malhotra, Naresh (2007); Market Research, Prentice Hall of India
  4. Churchill, Gilbert A, Iacobucci, Dawn (2008); Marketing Research: Methodological Foundations, South Western
  5. Panneerselvam R(2006); Research Methodology, Prentice Hall of India
- Software:
- Students can use SPSS 21.0 for analyzing the data for marketing research

**INSTRUCTION FOR QUESTION PAPER SETTER:** The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each . Part B shall consist of 7 short Questions of 4 marks each out of which 6 are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice .

**SUBJECT TITLE: Introduction to Financial Markets**



**SUBJECT CODE: BB 2405**  
**SEMESTER: IV**  
**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal**

**Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** Subject is aimed to create understanding of financial services and various aspects of finance among students with respect to trading at stock exchange.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	<b>Financial markets</b> : Meaning, Importance, Functions and Structure (Overview of Financial Markets, Money market- meaning, constituents & function ; Money market instruments – call money, treasury bills, and certificate of deposits, Commercial bills, and trade bills, Acceptance of Bill, Discounting of Bill <b>Capital markets</b> – primary and secondary market ; <b>Government securities markets</b> ; <b>Role of SEBI - an overview and recent developments. Role of RBI, SEBI in Financial Markets.</b>	<b>15</b>
<b>UNIT-II</b>	Investment basics terms like need for investment, equity, derivative, mutual fund, depositories etc. and various options available for investment. <b>Securities, securities market and how one can invest in securities and role of regulator - SEBI. Primary market, procedure for buying shares through IPO Depository, dematerialization and Rematerialization of securities.</b>	<b>15</b>
<b>UNIT-III</b>	Secondary Market Introduction, stock exchange, stock trading, products in the secondary, equity investment, debt investment. <b>Derivatives. Mutual funds and AMCs: Origin and growth of mutual funds in India, Constitution of MFs: Sponsors, Trustees, Custodians and AMCs. Types of mutual fund schemes debt mutual fund schemes, fixed maturity plans and Salient features of MF. Advantages and disadvantages of mutual fund investment.</b> Recent trend in mutual fund investment in India.	<b>15</b>
<b>UNIT-IV</b>	<b>Merchant Banking: Concept of merchant banking in India, Benefits of merchant banking to organizations. Venture capital: concepts of venture capital, guidelines for venture capital investment in India. Debt Securitization: Meaning, Features, Scope and process of securitization.</b> Plastic Money: Concept and different types of plastic money - credit and debit cards, advantages and disadvantages of plastic money. Factors affecting use of plastic money in India.	<b>10</b>

**Relevant case studies related to the topics should be discussed in classroom.**

**Recommended Books:**

- Vasant Desai 'Financial Markets and Financial Services' Himalaya Publications
- Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
- M Y Khan 'Financial Services' Tata McGraw-Hill
- V. A. Avdhani 'Financial Services in India' Himalaya Publications
- S Gurusamy 'Financial Services & System' Thomson Publications
- Paolo Brandimarte 'An Introduction to Financial Markets' Publisher(s): Wiley, ISBN: 9781118014776

9. Madura, Financial Institutions and Markets, Cengage Learning
10. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition , Oxford University Press, South Asia Edition

Sources:

University 1 : Punjab University , Chandigarh

<https://puuchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211021112>

## **BBA 302: FINANCIAL MARKETS AND FINANCIAL SERVICES**

**Objectives:** To advance the understanding of fundamental concepts of financial markets, financial instruments in various markets and important financial services.

### **Unit – I**

**Indian Financial System** – Meaning, Importance, Functions and Structure (Overview of Financial Markets, Financial Institutions, Financial Instruments and Financial Services)

**Money Market**– Structure of Indian Money Market (Organized, Co-operative and Unorganized Sectors); Instruments of Money Market – Call/Notice/term Money, Repurchase Agreements, T-Bills, Commercial Bills, Commercial Papers, Certificate of Deposits and Money Market Mutual Funds; and Discount and Finance House of India.

**Capital Market**– Indian Capital Market; Capital Market Instruments; Primary Market (New Issue Market and Listing of Securities); Secondary Market with special reference to Stock Exchanges and their functioning; Indian Clearing Corporation Ltd. and Role of Securities and Exchange Board of India.

**Exchange Board of India.**

Exchange Board of India.

### **Introduction to Commodity Markets**

**Overview of Euromarkets** with special reference to Euro currency and Eurobonds

### **Unit - II**

**Financial Services** – Meaning and Importance

**Merchant Banking and Investment Banking** – A brief overview of Issue Management, Underwriting Services, Corporate Debt Restructuring, Project Counselling, Portfolio Management and Loan Syndication

**Mutual Funds** – concept, advantages, mutual funds schemes (growth, income, balanced, gilt – edged, equity – linked and money market mutual funds)

**Factoring Services** – concept, functions of a factor, and types of factoring

Recent Trends in Credit Rating Services in India- Role of ICRA and CRISIL

University 2 : Delhi University , Delhi

[http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-129%20updated%20BBA\(FIA\)%20Revised%20Syllabus%202019%20\(Final\).pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-129%20updated%20BBA(FIA)%20Revised%20Syllabus%202019%20(Final).pdf)

### FC 303: FINANCIAL MARKETS AND INSTITUTIONS

#### Course Objective:

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

#### Learning outcomes

Student will be able to understand the:

- Financial architecture of an economy and its key players.
- The fabrication of Indian Financial markets.
- The process of Money movement both in intermediated and disintermediated environment
- Functioning of different players in the financial market including Regulators like RBI and SEBI.

#### Course Content:

##### Unit I

(2 weeks)

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation;

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RBI and SEBI.

#### Course Content:

##### Unit I

(2 weeks)

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

#### References:

Pathak, B. on Indian Financial System (4<sup>th</sup> ed.) Pearson Publication [Chapter 1,13,24]  
RBI Guidelines on Universal Banking

##### Unit II

(3 weeks)

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public

National Stock Exchange on listing of Securities:

[https://www.nseindia.com/corporates/content/eligibility\\_criteria.htm](https://www.nseindia.com/corporates/content/eligibility_criteria.htm)

Pathak, B. on Indian Financial System (4<sup>th</sup> ed.) Pearson Publication [Chapter 6,7]

SEBI guidelines on delisting of securities: <https://www.sebi.gov.in/legal/regulations/jun-2009/sebi-delisting-of-equity-shares-regulations-2009-last-amended-on-november-14-2018-34625.html>

### Unit III

(3 weeks)

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

## FINANCIAL MARKETS AND INSTITUTIONS

Pathak, B. on Indian Financial System (4<sup>th</sup> ed.) Pearson Publication [Chapter 6,8]

Saunders, Anthony & Cornett, Marcia Millon on Financial Markets and Institutions (3<sup>rd</sup> Ed.). Tata McGraw Hill [chapter 9]

### Unit IV

(3 weeks)

Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over-subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

#### References:

Pathak, B. on Indian Financial System (4<sup>th</sup> ed.) Pearson Publication [Chapter 10]

Saunders, Anthony & Cornett, Marcia Millon on Financial Markets and Institutions (3<sup>rd</sup> Ed.). Tata McGraw Hill [chapter 5,6]

University 3 : Osmania University , Hyderabad

[https://www.osmania.ac.in/Syllabus 2019/UG/Faculty%20of%20Management/BBA%20 CBCS %20Syllabus%20 2019-2020\\_.pdf](https://www.osmania.ac.in/Syllabus%2019/UG/Faculty%20of%20Management/BBA%20CBCS%20Syllabus%202019-2020_.pdf)

**BBA (CBCS) Syllabus 2019 – 2020****OU****COURSE NO. DSC - 501 (a)****FINANCIAL MARKETS AND SERVICES (F)****OBJECTIVE :**

To explain the structure of Indian Financial System.  
To understand leasing, hire purchase and Mutual funds.

**UNIT - I : STRUCTURE OF INDIAN FINANCIAL SYSTEM :**

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

**UNIT - II: PRIMARY AND SECONDARY MARKET :**

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, e-Prospectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

**UNIT - III : LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

**UNIT - III : LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

**UNIT - IV : NON FUND FINANCIAL SERVICES :**

Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

**UNIT - V : MUTUAL FUNDS :**

Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

**SUGGESTED BOOKS :**

1. Meir Kohn, 2015, Financial Institutes and Markets, 2<sup>nd</sup> edition , Oxford University Press, South Asia Edition .
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House, 2018
3. Madura, Financial Institutions and Markets, Cengage Learning
4. M.Y. Khan, Financial Services, Mc Graw Hill
5. Dr. S.Guruswamy, Financial Services and Markets, Thomson
6. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill

**Instruction of Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each . Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: Production and Operations Management****SUBJECT CODE:****SEMESTER: IV****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40****End Term Exam: 60****Duration of Exam; 3 Hrs**

**Objective and outcome of course:** It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students

will get motivated to apply concepts and principles of Productions Management to become more effective professionals.

### Contents of Syllabus:

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Introduction to Production Management - Nature, Scope, Importance and Functions. Introduction of Inventory Control, Static Inventory problem under risk. Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, 2 card kanban Production Control system; Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous.	<b>10</b>
<b>UNIT-II</b>	Inventory Control and Management Purchase Management - Objectives; Functions; Methods; Procedure Stores Management - Types of Stores; Functions; Coding Methods Inventory Management - Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Inventory Control tools and techniques.	<b>15</b>
<b>UNIT-III</b>	Production Order: Process Charts, Production Master Programmes, Operation & Route Sheets, Breakdown of the Production Order & preparation of various Cards. Production Techniques: Introduction to modern productivity techniques-Just in Time, Kanban system, Total Quality Management and Six-Sigma. Make or Buy decisions	<b>15</b>
<b>UNIT-IV</b>	Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Basic EOQ Model; Re-order Level; ABC Analysis. Supply chain management	<b>10</b>

### Recommended Books:

- Mahadevan B, Operations Management : Theory and practice, 2<sup>nd</sup> edition, Pearson Education.
- Krajewski and Ritzman, Operations Management, 5<sup>th</sup> Edition, Pearson Education
- Buffa & Sarin, Modern production/operations Management, 8<sup>th</sup> edition, John Wiley
- Chary, Production and Operations Management, Tata Mc Graw Hill
- Johnston R et al : Cases in Operations Management, Pitman
- Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education
- Mahadevan, B, Operations Management: Theory & Practice, 2nd ed., Pearson Education
- Buffa&Sarin, Modern Production/Operations Management, John Wiley
- Muhleman, Production and Operations Management, Pearson Education.

Link:

**Delhi University**

<https://sscbs.du.ac.in/course/production-and-operations-management/>

**Punjab University:**

<https://puachd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202202532512>

Mooc's link:

Production and Operation Management: [https://onlinecourses.nptel.ac.in/noc20\\_mg06/preview](https://onlinecourses.nptel.ac.in/noc20_mg06/preview)

### **Journals:**

1. Journal of Operations Management  
<https://www.sciencedirect.com/science/article/abs/pii/S0272696398000400>
2. Journal of Business Logistic:  
<https://onlinelibrary.wiley.com/doi/abs/10.1002/j.2158-1592.2008.tb00067.x>
3. Production and Operations Management  
<https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1937-5956.2005.tb00234.x>

**Delhi University**

**Course ID -MG 404**

**Production and Operations Management**

Unit I (3 Weeks)

Introduction to Operations Management: Definition, need, key decisions of OM, goods vs. services. Operations as a key functional area in an organization; Operation Strategies: Definition, relevance, strategy formulation process; Maintenance Management: Need of maintenance



management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, 2 card kanban Production Control system; Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous.

## Unit II (3 Weeks)

Layout Decision: Layout planning, Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Facility Location: Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity planning: Definition, input and output measures of capacity, types of capacity planning over time horizon. Decision trees analysis for capacity planning.

## Unit III (3 Weeks)

Forecasting: Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD, issues related with forecasting in services; Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning- level plan, chase plan and mixed plan (keeping in mind demand, workforce and average inventory); Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

## Unit IV (3 Weeks)

Statistical Quality control: Variations in process (common & assignable causes); Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables; Elementary Queuing Theory: need of queuing theory in service and manufacturing operations, Poisson- Exponential Single Server Model with Infinite Population. (M/M/1 queuing model).

**PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)**

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

**FACULTY OF BUSINESS MANAGEMENT**

**AND COMMERCE**



## BBA 322: PRODUCTION AND OPERATIONS MANAGEMENT

**Objectives:** This course aims to impart knowledge regarding production and operation management tools, techniques and processes and familiarize students how to take managerial decisions with respect to production function.

### Unit I

Introduction to Production and Operations Management: Concepts, Functions, Scope, Types of Production System.

Product Design and Development: Product Design and its Characteristics, Product Development Process, Product Development Techniques.

Facility Location and Layout: Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques, Facility Layout – Objectives, Advantages, Basic Types of Layouts

Production Planning & Control (PPC): Concepts, Objectives, Steps

Work Study - Productivity; Method Study; Work Measurement.

### Unit- II

Production Techniques: Introduction to modern productivity techniques-Just in Time, Kanban system, Total Quality Management and Six-Sigma.Make or Buy decisions.

Inventory Control and Management

Purchase Management - Objectives; Functions; Methods; Procedure

Stores Management - Types of Stores; Functions; Coding Methods

Inventory Management - Concepts; Classification; Objectives; Factors Affecting

Inventory Control Policy; Inventory Costs; Inventory Control tools and techniques

Quality Management and Statistical Quality Control

Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

TQM, Quality Specification, Design

Meaning and objectives of Statistical Quality Control.

Suggested readings:

1. Nair, Production & Operation Management, Tata McGraw Hill
2. Adam & Ebert, Production & Operation Management, Prentice Hall India
3. Krajewski&Ritzman, Operations Management Pearson
4. Buffa&Sarin, Modern Production/Operations Management, John Wiley
5. Muhleman,Production and Operations Management, Pearson Education.
6. B.Mahadevan,Operations Management, Theory and Practical, Pearson Education.
7. Kachru, Upender,Production and Operation Management, Excel Books.
8. Chary, S.N and Paneerselvam R., Production and Operations Management,McGraw Hill Ed
9. Stevenson, W. J, Operations Management, McGraw Hill Education.
10. Gaither, Norman and Frazier, G., Operations Management, Cengage Learning.



**SUBJECT TITLE: Verbal Communication &Presentation skills**

**SUBJECT CODE:**

**SEMESTER: I**

<b>CONTACT HOURS/WEEK:</b>	<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Practical (P)</b>	<b>Credit (C)</b>
	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Internal Assessment:40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:**

At the end of this course, the students will be able to Communicate fluently and develop all the four skills in communication namely listening, speaking, reading and writing.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
UNIT-I	<b>Self Development and communication</b> -SWOT Analysis: Concept of Self development,objectives of self development, Interdependence between Self development and Communication, SWOT Analysis: Basic elements of SWOT Analysis, Process of SWOT Analysis	5
UNIT-II	<b>Effective Presentation Skills:</b> Presentation Skills- Oral Presentation, Ppt. Preparation, Ppt. Presentation, Goals of effective Presentation, stage fright, ways of delivering the message, Basic principles, Physical delivery, vocal delivery, adapting the style of delivery, final phase, visual aids  Elements of Presentation, Designing & Delivering Business Presentations, Advanced Visual	5
UNIT-III	<b>Group Discussions:</b> meaning, Purpose, Types, Importance of GD in Education and Learning, Importance of GD in business, Importance of GD in selection Process, guidelines for GD, advantages of GD.	10
UNIT-IV	<b>Ways to communicate in different scenarios-</b> job interview, business meeting, project submission/proposal, formal and informal gathering. <b>Speech writing:</b> advantages and disadvantages of speech.	5

### Recommended Study Material

#### 1. Recommended Books:

Sr. No.	Name of the Author	Name of the Book
1.	Author-Dr.K.Alex	Soft Skills- Know You and Know the World
2.	Murphy Raymond	Essential English Grammar, 2018
3.	Kelly Quintanilla Miller And Shawn T. Wahl	Business and Professional Communication: KEYS for Workplace Excellence 4th

**Edition, 2019**

- |           |                               |   |
|-----------|-------------------------------|---|
| <b>4.</b> | <b>Jones Daniel</b>           | <b>English Pronouncing Dictionary,<br/>2006</b>                                 |
| <b>5.</b> | <b>Murphy and Hildebrandt</b> | <b>Effective Business<br/>Communication - (1991), New<br/>York: McGraw Hill</b> |

## **2. Recommended Journals:**

<b>Sr. No.</b>	<b>Name of the Author</b>	<b>Link</b>
<b>1.</b>	<b>Dr. Alex Sévigny, APR, MCIPR</b>	<b><a href="https://mulpress.mcmaster.ca/jpc/about">https://mulpress.mcmaster.ca/jpc/about</a></b>
<b>2.</b>	<b>Prof. Rafael Rangel-Aldao</b>	<b><a href="https://journalijcar.org/international-journal-current-advanced-research">https://journalijcar.org/international-journal-current-advanced-research</a></b>
<b>3.</b>	<b>Dr. Timothy Rasinski</b>	<b><a href="http://www.aessweb.com/journals/5019">http://www.aessweb.com/journals/5019</a></b>
<b>4.</b>	<b>Dr. Sudhanshu</b>	<b><a href="https://www.gyanvihar.org/journals/index.php/2020/07/03/problems-and-solution-of-communication-skills-through-english-in-higher-studies-in-india/">https://www.gyanvihar.org/journals/index.php/2020/07/03/problems-and-solution-of-communication-skills-through-english-in-higher-studies-in-india/</a></b>
<b>5.</b>	<b>Dr. Yohannes Telaumbanua</b>	<b><a href="https://al-kindipublisher.com/index.php/ijels">https://al-kindipublisher.com/index.php/ijels</a></b>

### **Instruction for Question Paper setter**

The theory examination i.e. end term examination shall be of 60 Marks. Question paper will be divided into five units covering whole syllabus. Unit I to Unit IV shall be of 12 marks each and each shall consist of two questions from each unit respectively. The candidates are required to attempt one question from each unit. Unit V carrying total 12 marks consisting six questions of 2 Marks each and is compulsory.

**University of Delhi. (Font in Green)**

(Link- [http://www.du.ac.in/uploads/new-web/13092022\\_Appendix-143.pdf](http://www.du.ac.in/uploads/new-web/13092022_Appendix-143.pdf))

## **SYLLABUS OF SEC-2**

### **THEORY**

**(8 hrs.)**

#### **UNIT 1**

**(2 hrs.)**

- Theory of Business Communication (1 hr.) -
- Introduction
- What is Business Communication?
- Language of Business Communication
- Cultural Components – Cross-Cultural Communication, Cultural Shock, Stereotyping, Ethnocentrism
- Miscommunication & Effective Communication (1hr.)

#### **UNIT 2**

**(6 hrs.)**

##### **Writing Skills**

- Summarising & Paraphrasing (1 hr.)
- Job-Oriented Skills- CV, Resume & Bio- Data, Job Application Letter (1hr.)
- Documentation (1)
- Advertisements & Invitation (1 hr.)
- Letter Writing- Applications, Business Letters (1 hr.)
- Report- Analytical Report, Project Report (1 hr.)

### **PRACTICE SESSIONS**

**(24 hrs.)**

#### **Speaking Skills (14 hrs.)**

- Presentation Skills- Oral Presentation, Ppt. Preparation, Ppt. Presentation (3 hrs.)

PUNJABI UNIVERSITY, PATIALA (Font in pink)

(Link- <http://punjabiversity.ac.in/syllabi/Academic%20Session%202021-22/Faculty%20of%20Business%20Studies/Add%20on%20Certificate%20and%20Diploma%20Courses/CERTIFICATE%20COURSE%20IN%20ESSENTIAL%20CORPORATE%20SKILLS%2815%29-converted.pdf>)

**Paper-II**

**SOFT SKILLS FOR MANAGERS (CODE: ECK02)**

Time Allowed 3 Hrs

Pass Marks: 35

Period Per week : 6

Max Marks : 100

External Assessment: 70

Internal Assessment: 30

**Instructions for Paper-Setters/Examiners**

**Unit II**

Understanding the Case Method of Learning, Different Type of Cases, Difficulties and Overcoming the Difficulties of the Case Method, Reading a Case Properly (Previewing, Skimming, Reading, Scanning), Case Analysis Approaches (Systems, Behavioural, Decision, Strategy),

Analyzing the case – Dos and Don'ts for Case Preparation, Discussing and Presenting a Case Study.

What is a Presentation, Elements of Presentation, Designing & Delivering Business Presentations, Advanced Visual Support for Managers Negotiation skills: What is Negotiation, Nature and Need for Negotiation, Factors Affecting Negotiation, Stages of Negotiation Process, Negotiation Strategies.

**SUBJECT TITLE: Contemporary Issues in Business Management**

**SUBJECT CODE:**

**SEMESTER: IV**

**CONTACT HOURS/WEEK :**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

I

**Internal Assessment: 100**

**Instructions for the Teachers:**

- To cover this course teacher can make it compulsory for the students to read newspaper and prepare news files.
- Group discussions in the class on various issues of business and economy
- Presentations on various topics by each Student.
- At the end teacher can evaluate the student through news file viva, presentation and GDs conducted throughout the semester

No Change in Syllabus has been done.

**SUBJECT TITLE: GENDER JUSTICE****SUBJECT CODE:****SEMESTER: V**

<b>CONTACT HOURS/WEEK:</b>	<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Practical (P)</b>	<b>Credit (C)</b>
	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:**

The paper aims at creating awareness as to importance and role of women & child in society through the medium of law. It also focuses on welfare laws. This course aims at questioning the understanding that law is universal, protects everybody equally and is accessible to all equally. It uses gender, particularly in relation to women and persons with non-heterosexuality as examples to show discrimination perpetuated by law and legal processes. It has long been recognized that law, lawyers and judges are insensitive and unaware of the problems and perspectives of women resulting in grave injustice to them in various ways.

**Contents of Syllabus:**

<b>Sr. No</b>	<b>Contents</b>	<b>Contact Hours</b>
<b>UNIT-I</b>	<b>The Concept of Gender – The Biological Distinction</b>	<b>12</b>
	Convention on Elimination of All Forms of Discrimination against Women, 1979	
	Indian Constitutional Safeguards	
	Protection of Women from Domestic Violence	
	<a href="#">Karachi Congress - Fundamental Rights Resolution, Equality of Sexes</a>	
<b>UNIT-II</b>	<b>Gender Justice and Personal Laws</b>	<b>12</b>

Adoption and Guardianship  
 RightsProperty and Inheritance Rights  
 RightsofMaintenance  
 UniformCivilCodetowardsGenderJustice

**UNIT-III      GenderRelatedCrimes      12**

Child Marriage

Protection of women in marriage

a) Hindu law- Muslim law - Christian law

b) Rights of women in live-in relationship

Prostitution and Trafficking

FemaleFoeticide

SexualHarassmentofWomen atHome &Workplace

**UNIT-IV      Gender Justice Issues      12**

Women and Work

Women and Health

Women and Education

Women's Protection Rights & Remedies under Criminal Laws of  
 India (Latest Amendments)

**Recommended Study Material**

**1. Recommended Legislations:**

Sr. No.	Name	Year
1.	The Sexual Harassment of Women At Workplace(Prevention, Prohibition and Redressal )Act	2013
2.	The Maternity Benefit Act	2017



## 2. Recommended Books:

Sr. No.	Name of the Author	Name of the Book
1.	RavneetKaur, SuneelaGarg	Addressing Domestic Violence Against Women: An Unfinished Agenda, 2008
2.	SumitaSarkar	Gender Inequality and Discrimination in India: Discourse and Dilemmas, 2021
3.	Flavia Agnes, Sudhir Chandra	Women and Law in India, 2016
4.	Dr. K.Sai Baba	A Uniform Civil Code in India: Implications, Need And Impediments, 2016
5.	Dr. Parminder Singh	Drug Abuse: Cause, Effect and Treatment, 2019

## 3. Recommended Journals:

Sr. No.	Name of the Author	Link
1.	Dr. Sukhvinder Singh Dari	<a href="https://www.slsnagpur.edu.in/jwlp">https://www.slsnagpur.edu.in/jwlp</a>
2.	AjailiuNiumai	<a href="https://link.springer.com/book/10.1007/978-981-19-8020-6">https://link.springer.com/book/10.1007/978-981-19-8020-6</a>
3.	Dr. Michael O. Akintayo	<a href="https://scholar.google.co.in/scholar?q=International+Journal+of+Gender+Studies&amp;hl=en&amp;as_sdt=0&amp;as_vis=1&amp;oi=scholart">https://scholar.google.co.in/scholar?q=International+Journal+of+Gender+Studies&amp;hl=en&amp;as_sdt=0&amp;as_vis=1&amp;oi=scholart</a>
4.	Kimberly Chabot Davis	<a href="https://vc.bridgew.edu/jiws/">https://vc.bridgew.edu/jiws/</a>
5.	EnricaGarzilli	<a href="http://asiatica.org/jsaws/">http://asiatica.org/jsaws/</a>

Instruction for Question Paper setter


This question paper consists of **total III** Section. Section A consist of eight questions carries 16 marks and all are compulsory. Section B consists of seven questions and carries 4 marks each attempt any 6 question from this section. Section C contains 20 marks i.e. it contains 3 questions of 10 marks each and question no. 16 is compulsory and out of remaining candidate has to attempt any one of his/her choice.

**Bangalore University, B.A.LL.B (Font in Blue)**

Lin ;([https://bangaloreuniversity.ac.in/wpcontent/uploads/2014/07/BALL.B\\_Rules\\_Syllabus.pdf](https://bangaloreuniversity.ac.in/wpcontent/uploads/2014/07/BALL.B_Rules_Syllabus.pdf))

**Syllabus**

1. **International concerns and conventions** **units 2**
2. **Women in India** **units 5**
  - 2.1. Pre-independence period
  - 2.1.1. Social and legal inequality
  - 2.1.2. Social Reform Movement in India
  - 2.1.3. Karachi Congress - Fundamental Rights Resolution, Equality of Sexes
3. **Women in post independence India** **units 5**
  - 3.1. Preamble of the Constitution: equality provisions in Fundamental Rights and Directive Principles of State Policy
  - 3.2. Personal laws - unequal position of women
  - 3.3. Uniform Civil Code towards gender justice.



<b>Module 3 PROTECTION AND SAFEGUARD OF WOMEN IN PERSONAL LAWS</b>	<ul style="list-style-type: none"><li><b>i.</b> Protection of women in marriage<ul style="list-style-type: none"><li>a) Hindu law- Muslim law - Christian law</li><li>b) Rights of women in live-in relationship</li></ul></li><li><b>ii.</b> Law on Guardianship- Right of women to adopt a child</li><li><b>iii.</b> Gender inequality in Inheritance Rights</li></ul>
<b>Module 4 PROTECTION AND SAFEGUARDS OF WOMEN UNDER OTHER LAWS</b>	<ul style="list-style-type: none"><li><b>i.</b> Offences Affecting Public Decency &amp; Morals</li><li><b>ii.</b> Offences against human body (marital rape)</li><li><b>iii.</b> Child Marriage</li><li><b>iv.</b> Maintenance provisions under Special Marriage Act and S.125 of CrPC</li><li><b>v.</b> Law related to Dowry Prohibition</li><li><b>vi.</b> Law related Domestic violence</li></ul>

**Chanakya National Law University(Font in Pink)**

Link;( <https://cnlu.ac.in/wp-content/uploads/2022/07/UG-Tenth-Semester-January-2022.pdf>)

### **I. Laws Relating to Women**

1. The legal, policy and theoretical framework for women rights
2. Constitutional & Human Rights of Women
3. Matrimonial Rights & Remedies of Women
4. Maintenance Rights & Remedies for Women under:-
  - a. Hindu Marriage Act, 1955
  - b. Hindu Adoption & Maintenance Act, 1956
  - c. Muslim Law
  - d. Code of Criminal Procedure
5. Property & Succession Rights of Women
6. Women's Protection Rights & Remedies under Criminal Laws of India (Latest Amendments)

**Topics Replaced/ Deleted (Font in Red):**

- **Child Marriage**

**(Reason:**The above topic will be covered by the new inserted topic which is Protection of women in marriage a) Hindu law- Muslim law - Christian law b) Rights of women in live-in relationship)

## Fifth

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P			Internal	External	Total	
<b>Core Courses</b>										
<b>BB 3501</b> <b>(Ms. Riya)</b>	Business Environment	4	-	-	4	4	40	60	100	3Hrs
<b>BB 3502</b> <b>(Dr. Jyotsna Sharma)</b>	Management of Financial Services	4	-	-	4	4	40	60	100	3Hrs
<b>BB 3503</b> <b>(CA Amandeep)</b>	Corporate Law	4	-	-	4	4	40	60	100	3Hrs
<b>Ability Enhancement Compulsory Courses</b>										

<b>BB 3504</b>	Seminar on Summer Training Report	4	-	-	4	4	40	60	100	3Hrs
<b>Elective Course</b>										
<b>BB 3505</b> <b>(Dr. Vishal)</b>	Services Marketing	4	-	-	4	4	40	60	100	3Hrs
<b>BB 3506</b> <b>( Ms. Riya)</b>	Introduction to GST	4	-	-	4	4	40	60	100	3Hrs
Total		27	-	-	27	<b>27</b>				

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation: 5

**Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University**

**SUBJECT TITLE: Digital Trends in Marketing**

**SUBJECT CODE**

**SEMESTER: V**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs.**

**Objective and outcome of course:** Digital Marketing is one of the foremost functions of Management in present day corporate world, its understanding results in developing best products in terms of goods and services that brings consumer satisfaction. This course will imbibe the basic understanding among the students to become successful marketers.

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Introduction to Digital Marketing: Nature and Scope,needs, the new digital world trends that are driving shifts from traditional marketing practices to digital	<b>10</b>

	marketing practices, the modern digital consumer and new consumer's digital journey., marketing strategies for the digital world-latest practices. <a href="#">Internet penetration and digital commerce.</a>	
<b>Unit II</b>	Social media marketing- introduction to blogging, visual designing; marketing in digital era- e-marketing, the online marketing mix, online consumers; the future of marketing gamification and apps; acquiring and engaging users through digital users- understanding the relationship between content and Branding and its impact on sale, search engine marketing, mobile marketing, social media marketing. <a href="#">Grehan's 4Ps of digital marketing.</a>	<b>10</b>
<b>Unit III</b>	Business drivers in the virtual world- social media, online branding, web business model; E-commerce- meaning, models of e-commerce- B2B, B2C, B2G, C2C; consumer segmentation, targeting and positioning using online tools.	<b>15</b>
<b>Unit IV</b>	The service sector: offline and online, Online financial services, Online Travel Services, Online career services; the content planning and writing, how digital marketing is adding value to the business. <a href="#">Search Engine Advertising: Pay for Search Advertisements, Ad Placement, Ad Ranks.</a>	<b>15</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Mousty maity	internet marketing, Oxford University press India

2	Vandana, Ahuja	Digital Marketing, Oxford University press india ( November, 2015)
3	Tracy L. Tuten & Micheal R. Solomon	social media marketing

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Ryan, Damian	Understanding digital Marketing
2	Ryan, D. & Jones, C	Understanding digital marketing

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr.Tejinderpal Singh	<b>Digital Marketing</b>  <a href="https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview">https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview</a>

#### Recommended Journals:

Name of Journal	Name and link
Journal of Digital & Social Media Marketing	<a href="https://www.henrystewartpublications.com/jdsm">https://www.henrystewartpublications.com/jdsm</a>
<b>Journal Of Digital And Social Media Marketing</b>	<a href="https://journalsearches.com/journal.php?title=Journal">https://journalsearches.com/journal.php?title=Journal</a>
International Journal of online marketing	<a href="https://www.igi-global.com/journal/international-journal-online-marketing/41737">https://www.igi-global.com/journal/international-journal-online-marketing/41737</a>
Journal of Digital Marketing	<a href="https://link.springer.com/journal/41263/volumes-and-issues">https://link.springer.com/journal/41263/volumes-and-issues</a>

**Delhi University, (Font in Green)**

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf> )



Course Objectives:

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Faculty of Management Studies, University of Delhi



This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

Course Learning Outcomes:

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behavior on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

Contents:

**Unit I: Internet penetration and digital commerce;** Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology

**Unit II: Digital marketing strategy;** Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;

**Unit III: Online consumer behavior:** decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience

**Unit IV: Social Media analytics:** data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

**Unit V: Mobile Marketing, E-marketing; Internet marketing strategy: content marketing**

Christ University, (Font in Blue)

(Link: [https://christuniversity.in/uploads/course/MBA%20BGR%20Syllabus%202020-22\\_20200514024653.pdf](https://christuniversity.in/uploads/course/MBA%20BGR%20Syllabus%202020-22_20200514024653.pdf))

Course Name: Digital Marketing	Course Code: MBA332C
Total number of hours: 30 Hrs	Credits: 3
Course Description: Developing a successful digital marketing strategy and implementation is both an art and science. It involves in-depth knowledge of dynamics of new media (Social Media, Mobile) and utilizing the right resources and marketing skills to design and launch successful customer engagement campaigns. Digital Marketing course has been designed to help students to understand both functional and management roles required to plan and execute effective Digital Marketing	

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*Master of Business Administration (MBA) - (Trimester Scheme) – Syllabus 2020-22*

campaigns. The course also helps students gain an insight how to plan and implement Digital Marketing initiatives
Course Objectives: This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.
Course Learning Outcomes: On having completed this course student should be able to: CLO 1: Outline the basics of digital marketing and digital marketing plan. CLO 2: Utilize the concepts of display ads and e-mail marketing in digital campaigns. CLO 3: Choose the appropriate social media for achieving the objectives of the campaign. CLO 4: Appraise the SEO and SEM efforts of any business organization. CLO 5: Explain Mobile Marketing and Web Analytics pertaining to any business. CLO 6: Design and run a digital marketing campaign for a client.
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, case studies and a real time project performed by student groups for any business client.
Syllabus
<b>UNIT I Introduction to Digital Marketing</b> <span style="float: right;">5</span> Hours Digital Marketing: Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; <b>Grehan's 4Ps of digital marketing</b> ; The consumer decision journey; The P-O-E-M Framework; The digital landscape; Digital Marketing Plan. Ethical Challenges: Frauds on the Web, Data and Identity Theft, Issue of Privacy. Information Technology Act, 2000.
<b>UNIT II Display Advertising and e-mail Marketing</b> <span style="float: right;">6</span> Hours Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Contextual targeting- Placement Targeting-Remarketing- Interest categories- Geographic Language Tagging; What makes a good Ad? Programmatic digital advertising; Analytics tools – viewability, on target reach, Ad fraud, Brand Health. e-mail Marketing – Building a List- Content Strategies – e-mail newsletter – Automating e-mail marketing- Analytics

Gujarat technological university, (Font in Pink)

(Link: <https://s3-ap-southeast-1.amazonaws.com/gtusitecirculars/Syllabus/4539287.pdf>)

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction to Digital Marketing:</b> <ul style="list-style-type: none"><li>• Evolution of Digital Marketing from traditional to modern era, Role of Internet</li><li>• Current trends</li><li>• Info-graphics, implications for business &amp; society</li><li>• Emergence of digital marketing as a tool</li><li>• Drivers of the new marketing environment</li><li>• Digital marketing strategy</li><li>• P.O.E.M. framework</li><li>• Digital landscape</li><li>• Digital marketing plan</li><li>• Digital marketing models.</li></ul>	10	17
II	<b>Internet Marketing and Digital Marketing Mix:</b> <ul style="list-style-type: none"><li>• Internet Marketing, opportunities and challenges</li><li>• Digital marketing framework</li><li>• Digital Marketing mix</li><li>• Impact of digital channels on IMC</li></ul> <b>Search Engine Advertising:</b> <ul style="list-style-type: none"><li>• Pay for Search Advertisements</li><li>• Ad Placement, Ad Ranks</li><li>• Creating Ad Campaigns</li><li>• Campaign Report Generation</li></ul>	10	18

### Case Study:

Burger King is legendary when it comes to establishing their digital footprints in the space of digital marketing. Their digital campaign in the US made a pure genius marketing strategy. The constant competition among the two brand rivals, Burger King and Mc Donald's, often caused a ripple in the waters of digital marketing space. Most brands wish to incorporate the use of the latest technologies into their marketing strategies and make optimum use of the technology. Since these are usually novice and new, some mistakes follow.

Burger King is one such brand that does love to play with the technologies to create a marketing experience that its consumers least expects it to. Such is a marketing strategy that is weaved with voice-enabled devices. This digital campaign stressed on featuring the catchphrase of Google's voice-activated tools, "Ok, Google, what is the Whopper burger?". And as a result, any home device that is nearer and able to hear the prompt would enable itself and read up the famous whopper burger by Burger King. The Resulting Reverberation of the activity is to introduce the consumers with the brand and its product, The Whopper burger became a viral success. Even if the campaign wasn't entirely a success, it did set a tone for the other brands that could not be replicated.

### Discussion:

1. How adoption of digital marketing does proves to be fruitful to Burger King.
2. Please Suggest ways to Burger King is for further business expansion

**SUBJECT TITLE: Business Environment**

**SUBJECT CODE: BB3501**

**SEMESTER: V**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3Hrs**

**Objective and outcome of course:** This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

**Contents of Syllabus:**

Units	Contents	Contact Hours
Unit I	<b>Business &amp; Social Environment: Meaning,</b> Salient Features, Significance, Internal & External Environment, Environment Scanning: Features, Process & Techniques, Social Responsibility of Business, Ecological Environment Protection Act.	15
Unit II	<b>Political &amp; Legal Environment:</b> Key Elements of Political Environment, Relationship between Business and Government, Economic Role of Government. Political & Economic Environment: Three Political Institutions: Legislature, Executive & Judiciary, Salient Features of Economic System: Basic Philosophies of Capitalism, Socialism & Mixed Economy, <b>Economic Environment:</b> Economic systems, Economic policies (Monetary and fiscal policies), Liberalization, Privatization & Globalization.	15
Unit III	<b>Abuses of Dominance, Regulations of Combinations, Leniency Regulation,</b> Scope and importance of international business; Globalization and its drivers; Modes of entry into international business. World Trade Organisation (WTO): Functions and objectives of WTO. <b>Financial Environment:</b> Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions, SEBI.	15
Unit IV	<b>Technological Environment:</b> Impact of Technology on Business, Technological Policies, Problems in Technology Transfer, <b>Salient Features of Intellectual Property Rights and Trademarks. Legal and Regulatory Environment:</b> New Industrial Policy & its Implication in India, Disinvestment of Public Enterprises- <b>Rationale, and Objectives &amp; Implications.</b> Competition Act 2002: Features, Objectives, Anti-Competitive Agreement. Foreign Exchange Management Act 1999 (FEMA): Features, Objectives, Application of The Act, FEMA Vs FERA.  <b>Fiscal Policy:</b> Types, Instruments: <b>Taxation &amp; Public Expenditure &amp; Their impact on Economy Monetary Policy:</b> Types, Instruments, EXIM Policy.	10

**Recommended Study Materials**

**Recommended Text Books:**

S.no	Name of Author	Title
1	Sheikh, Saleem and Sahu Jayadev,	Business Environment, Pearson.
2	Paul, Justin;	Business Environment–Text and Cases, Tata McGraw Hills Pvt.Ltd.
3	Ramachandara, Archana and Ravi	Business Environment. Himalya Publishing House Pvt. Ltd.(New Edition-2017)
4	Ghosh,B.N	Business Environment, ., Oxford University Press, 2014

#### **Recommended Reference Books:**

S.no	Name of Author	Title
1	A.C. Fernando	Business Environment, Latest Edition, Pearson Publication, New Delhi.
2	Sengupta N.K	Government and Business, Vikas Publication, New Delhi

#### **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
1	Chhavi Jain	Business Environment <a href="https://onlinecourses.swayam2.ac.in/imb22_mg28/preview">https://onlinecourses.swayam2.ac.in/imb22_mg28/preview</a>
2	Doane University	Understanding the Business Environment <a href="https://www.edx.org/course/understanding-the-business-environment">https://www.edx.org/course/understanding-the-business-environment</a>
3	Dr Alan Parkinson	International Business Environment <a href="https://www.coursera.org/learn/global-business-environment?action=enroll#syllabus">https://www.coursera.org/learn/global-business-environment?action=enroll#syllabus</a>

#### **Recommended Journals:**

S.no	Name of Author	Name and link
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<b>1</b>	Andrew John Hoffman University of Michigan	Business Decisions and the Environment: Significance, Challenges, and Momentum of an Emerging Research Field
Name of Journal		<b>Link</b>
<b>International Journal of Business Environment</b>		<a href="https://www.inderscience.com/jhome.php?jcode=ijbe">https://www.inderscience.com/jhome.php?jcode=ijbe</a>
<b>Asian Journal Of Business Environment</b>		<a href="https://www.ajbe.or.kr/journal/intro.do?journalSeq=J000172">https://www.ajbe.or.kr/journal/intro.do?journalSeq=J000172</a>
<b>Academy of Management Learning and Education</b>		<a href="https://www.openaccessjournal.com/journal/67/Academy-of-management-learning-and-education">https://www.openaccessjournal.com/journal/67/Academy-of-management-learning-and-education</a>
<b>Academy of Management Journal</b>		<a href="https://www.openaccessjournal.com/journal/399/Academy-of-management-journal">https://www.openaccessjournal.com/journal/399/Academy-of-management-journal</a>

Panjab University, BBA (Font in Pink)

(Link: <https://www.puchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211365912> )





## **BBA 303: BUSINESS ENVIRONMENT**

**Objectives:** The main objective of the course is to acquaint the students with various environmental factors that create a profound impact on the business organization. It would also make the students capable of analyzing and understanding the implications of different macroeconomic policies implemented by the Government.

### **Unit- I**

**Theoretical Framework of Business Environment:** Concept, Significance and Nature of Business Environment; Elements of Environment- Internal, External, Micro and Macro; Interaction Matrix between various Environmental Factors.

**Environmental Analysis:** Need, Process, Techniques & Limitations of Environmental Analysis.

**Economic Environment:** Key Elements of Economic Environment – Economic factors, Economic Systems, Economic Planning – Objectives & Strategies of Current Five Year Plan, Formation and Functions of NITI Aayog, Economic Policies – Industrial, Monetary & Fiscal (Tools & Latest Policies).

**Political & Legal Environment:** Key Elements of Political Environment, Relationship between Business and Government, Economic Role of Government.

### **Unit- II**

**Socio-Cultural Environment:** Nature and Impact of Culture on Business, Social Responsibilities of Business, Social audit, Emergence of Middle Class and its influence on Business

**International Trade Environment** (a brief overview) - Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, Product life cycle, Porter's Diamond Model. Government Influence on Trade- Tariff and non- tariff measures.



Amity University, Noida (Font in Green)

(Link: <https://management.ind.in/forum/attachments/f2/19179d1434457427-amity-university-noida-bba-syllabus-bba-syllabus-amity-university-noida.pdf> )

## BUSINESS ENVIRONMENT

Course Code: BBA 102

Credit Units: 03

### Course Objective:

The aim of the course is to orient the students towards the basic concepts of Indian and global business environment.

### Course Contents:

#### Module I: Overview of Business Environment

Meaning and types of business environment, Internal and external environment, Micro and macro environment, Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.

#### Module II: Indian Industrial environment

Industrial policy up to 1991, New industrial policy, Liberalisation, Privatisation and Globalization process in India, Disinvestment, Industrial sickness, MRTP act 1969, Competition law 2002, Foreign Exchange Regulation Act and Foreign Exchange Management Act (FERA and FEMA).

#### Module III: Financial Environment

Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions, SEBI, Capital market reforms and development, Industrial financial institutions (IDBI, SIDBI, ICICI, IFCI etc.).

#### Module IV: Labour Environment

Labour legislation in India, Social security benefits, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organisation (ILO), Trade union- meaning and functions, Trade Union Act.

#### Module V: Economic Planning and Development

Planning in India- needs and objectives, five year plans, planning commission, 11<sup>th</sup> five year plan, Green and white revolution- achievements and failures, Second green revolution, foreign trade policy 2009, Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India.


#### Module VI: Global Environment

Bretton woods system, features of Uruguay round of negotiations, GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development), Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.

UGC NET (Font in Blue)

(Link: [https://www.ugcnetonline.in/NTA\\_All\\_R\\_Syllabus/08/Commerce\\_English.pdf](https://www.ugcnetonline.in/NTA_All_R_Syllabus/08/Commerce_English.pdf))

### Unit 1: Business Environment and International Business

- Concepts and elements of business environment: Economic environment- Economic systems, Economic policies(Monetary and fiscal policies); Political environment- Role of government in business; Legal environment- Consumer Protection Act, FEMA; Socio-cultural factors and their influence on business; Corporate Social Responsibility (CSR)
  - Scope and importance of international business; Globalization and its drivers; Modes of entry into international business
  - Theories of international trade; Government intervention in international trade; Tariff and non-tariff barriers; India's foreign trade policy
- 
- Foreign direct investment (FDI) and Foreign portfolio investment (FPI); Types of FDI, Costs and benefits of FDI to home and host countries; Trends in FDI; India's FDI policy
  - Balance of payments (BOP): Importance and components of BOP
  - Regional Economic Integration: Levels of Regional Economic Integration; Trade creation and diversion effects; Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA
  - International Economic institutions: IMF, World Bank, UNCTAD
  - World Trade Organisation (WTO): Functions and objectives of WTO; Agriculture Agreement; GATS; TRIPS; TRIMS

### Topics Replaced/ Deleted (Font in Red)

- **Unit II-** Political & Economic Environment: Three Political Institutions: Legislature, Executive & Judiciary, Salient Features of Economic System: Basic Philosophies of Capitalism, Socialism & Mixed Economy.
- **Unit III-** Abuses of Dominance, Regulations of Combinations, Leniency Regulation.

- **Unit IV-** Salient Features of Intellectual Property Rights and Trademarks, Fiscal Policy: Types, Instruments: Taxation & Public Expenditure & Their impact on Economy Monetary Policy: Types, Instruments, EXIM Policy.

**(Reason:** The topics in the syllabus were scattered with different concepts added in different units. An organized modification and shifting of contents in the syllabus is done so as to enhance clarity of topics unit wise.)

## PESTEL ANALYSIS- APPLE CASE STUDY

(Link: <https://myassignmenthelp.com/case-study/apple-swot-&-pestle-analysis.html>)

A PESTLE analysis of the Apple company stands for the external macro-environmental factors that shape Apple's policies, procedures, and performance. This PESTLE analysis of Apple, the company, suggests focusing on the following areas.

### Political Factors

Almost 113.8 billion dollars of its annual revenue of Apple comes from countries outside of the US. While in the US, the revenue is \$68.8 billion. So, if any international country faces a political upheaval, the sales of Apple will be impacted directly.

### *Suicide Cases*

A recently published Apple PESTLE analysis mentions a suicide case registered against the biggest supplier of Apple's products called Foxconn. The case entails charges of forcible work and working outside working schedules. Incidentally, two workers committed suicide, citing the unlawful work schedule of the company. Furthermore, there was another incident where 16 other workers of Apple were severely injured by an explosion in the production facilities of Apple. These are published in a recent PESTLE analysis of a case study on Apple.

### *Risk Of Terrorist Attacks*

The United Kingdom is a relatively safe space for common citizens. The government is stable, and the system is business friendly. But there are multiple threats of terrorist attacks there. It leaves a constant negative impact on the office environment of Apple. A PESTLE analysis of a case study on Apple shows how terrorist attacks have increased the vulnerability of the people working at Apple.

### *Ban On Tim Cook*

According to a PESTLE analysis case study published online, a politician in Russia has banned the entry of Tim Cook inside Russia due to a stricter stance of Cook in gay propaganda. Tim Cook was debarred from entering Russia as he declared himself a homosexual.

### *High Tariffs In China*

Tim Cook has taken Apple from a prospectus company to a household name in China. It has grown to become a \$50 billion empire there. The recent US government has announced a tariff on Chinese products if it is found to be selling more than the worth of \$200 billion. A PESTLE analysis of the case study of Apple meticulously showed the new tariff rule imposed by the American administration is creating instability in the business prospect of Apple in China. The situation will worsen if China hits back at the US with a hamstring.

### *Economic Factors*

#### *The International Recession*

The PESTLE analysis of Apple shows that the economic recession in 2013 has struck hard the global sales of Apple Inc, which made it impossible for the company to recover from it still. In 2013 and 2014, Apple has observed a steady economic decline among its peers. In 2011-12 the company witnessed a 50% growth in overall sales in the US which fell to 9% in 2012-13. In Europe, the growth before the recession was 31% which declined to 4% in 2012-2013. In China, steady growth of 78% got diminished to 13%. So naturally, the company couldn't recover from the deadly blow in 10 years.

#### *Economic Difficulties Of Europe*

Many PESTLE analyses of Apple showed that successive recessions had made a sharp impact on the economic health of Apple for a significant amount of time. However, the recession has hardly hit Europe more than any other continent. Hence, it was obvious that the consequence below would be suffered by Apple to the maximum possible extent. As a result, the annual sales of Apple have witnessed a slump of 16% in the third quarter of 2013. The situation, however, quotes the reverse in the same quarter of the previous year.

#### *Increasing Inflation*

The US is observing a sustained period of inflation. This inflation is predicted to be the stacking of large volumes of cash. But an individual named David Einhorn, a hedge fund owner, has sued the company to

pay \$137 billion as forced payments. This added pressure when the economic condition was already in the doldrums.

All these are detailed with descriptions in the PESTLE analysis of Apple published this year.

### Social Factors

#### *High-Status Lifestyle*

All over the world, Apple has been considered as the symbol of a high-status symbol. This has diminished the overall sales of the products. However, this does not coordinate with the innovation, uniqueness and design of the iPhones. Consumers have created the brand despite its high price.

#### *High Potential In Third World Countries*

The company is predicting a steady growth of its sales with an expanding market in third world countries like India and the African nations. That's why many manufacturing units of Apple were moved into these countries from developed countries like China and America. This has been depicted in the PESTLE analysis on Apple published in many journals.

### Technological Factors

#### *Assessment Of Consumer Preferences*

Apple has successfully assessed the minds of the consumers. They know that their consumers know their value. So they don't want to become an easy solution for the buyers' basic electronic necessities. Rather they would happily become the second or third choice of the consumers.

- Many consumers prefer Apple's screen size over other phones.
- Some competitors are offering the same facilities as Apple to catch the market, which resulted in some loss of customers.

### Legal Factors

- There is much domestic legal exhaustion that has impeded the company's growth considerably.
- Apple has offered many financial services through their payment services.
- Many smaller brands have breached the intellectual property laws, resulting in legal skirmishes with the company.

### Environmental Factors

- In China, many Apple facilities are shown a signal from the government.

- The manufacturing cost of Apple will increase as China is changing the greenhouse gas emission standards in the country.
- Global warming has compelled Apple to change its manufacturing standard drastically.

**SUBJECT TITLE: Management of Financial Services**

**SUBJECT CODE:**

**SEMESTER: V**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** The objective of subject is to familiarize students with various financial market services and system of trading at stock exchange.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Financial Services - Meaning, types and importance of financial services. Depository System in India– Introduction to depository system, depository participants in India, functioning of depository, benefits of depository system and process of switching over depository, Concept of Dematerialization and Rematerialization. <b>Role, objectives and functions of SEBI and its guidelines relating to depository system.</b> Regulatory Institutions and their functions– RBI & SEBI, Global Financial Market. Venture capital: concepts of venture capital, guidelines for venture capital investment in India. Plastic Money: Concept and different types of plastic money - credit and debit cards, advantages and disadvantages of plastic money. Factors affecting use of plastic money in India.	<b>15</b>
<b>UNIT-II</b>	<b>Mutual funds and AMCs:</b> Origin and growth of mutual funds in India, Constitution of MFs: Sponsors, Trustees, Custodians and AMCs. <b>Types of mutual fund schemes(growth, income, balanced, gilt – edged, equity – linked and money market mutual funds)</b> , <b>advantages</b> and disadvantages of mutual fund investment, mutual funds schemes ( <b>Calculation of Net Asset Value and pricing of mutual funds</b> ). Recent trend in mutual fund investment in India.	<b>15</b>
<b>UNIT-III</b>	Credit rating: Concept and objective of credit rating, various credit rating agencies in India, factors affecting credit rating & process of credit rating. Introduction to International credit rating agencies. <b>Leasing: concept and system of leasing, leasing &amp; hire purchase system, advantages &amp; disadvantages of leasing.</b> Tax related aspect of leasing.	<b>10</b>
<b>UNIT-IV</b>	Insurance: Concept, Nature of Insurance, Functions of Insurance, <b>Types of Insurance (Life and Non-Life)</b> Importance of Insurance, Principles of Insurance Contract-Features of Life and Nonlife Insurance. Insurance and IRDA: IRDA Act 1999, Provisions, Duties, Powers and Functions of IRDA, Composition and Grievance Mechanism and Insurance Ombudsman.	<b>10</b>

## Recommended study Materials

### 1. Recommended Text Books:

S.no	Name of Author	Title
1	Vasant Desai	Financial Markets and Financial Services' Himalaya Publications.
2	Gordon &Natarajan	Financial Markets & Services' Himalaya Publications
3	M Y Khan	Financial Services' Tata McGraw-Hill
4	V. A. Avdhani	Financial Services in India' Himalaya Publications

### 2. Recommended Reference Books:

S.no	Name of Author	Title
1	L M Bhole	Financial Institutions & Markets' Tata McGraw- Hill New Delhi
2	S Gurusamy	Financial Services & System' Thomson Publications

### 3. Videos/SWYAM courses/MOOCs:

S.No	Name of Course	Link
1	Fundamentals of Financial Management	<a href="https://onlinecourses.swayam2.ac.in/cec23_mg04/preview">https://onlinecourses.swayam2.ac.in/cec23_mg04/preview</a>
2	Fundamentals of Financial Management	<a href="https://onlinecourses.swayam2.ac.in/cec23_mg04/preview">https://onlinecourses.swayam2.ac.in/cec23_mg04/preview</a>
3	Fundamental of Insurance	<a href="https://onlinecourses.swayam2.ac.in/cec23_mg01/preview">https://onlinecourses.swayam2.ac.in/cec23_mg01/preview</a>

### 4. Recommended journals:

S.no	Name of Journal	Link
1	Journal of Financial Services Research	<a href="https://www.springer.com/journal/10693">https://www.springer.com/journal/10693</a>



- |   |  |   |
|---|--|---|
| 2 | Journal of Financial Services Marketing                | <a href="https://www.scimagojr.com/journalsearch.php?q=17700156753&amp;tip=sid">https://www.scimagojr.com/journalsearch.php?q=17700156753&amp;tip=sid</a> |
| 3 | International Journal of Financial Services Management | <a href="https://www.inderscience.com/jhome.php?jcode=ijfsm">https://www.inderscience.com/jhome.php?jcode=ijfsm</a>                                       |
| 4 | The Journal of Individual Financial Management         | <a href="https://academyfinancial.org/Journal">https://academyfinancial.org/Journal</a>   |
| 5 | Financial Services Review                              | <a href="https://www.sciencedirect.com/journal/financial-services-review">https://www.sciencedirect.com/journal/financial-services-review</a>             |
- 5.

### Link & Source:

University 1: Delhi University( Green)

## FD 501: INVESTMENT BANKING AND FINANCIAL SERVICES

### Course Objective:

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management. It also discusses the various financial services like Leasing and Hire Purchase.

### Learning Outcomes

- Understand the importance and relevance of Investment Bankers in any Financial System.
- Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- Understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.

### Course Contents:

#### Unit I

(2 weeks)

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and



## Unit II

(2 weeks)

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and

Page 61 of 118

## INVESTMENT BANKING AND FINANCIAL SERVICES

pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters. De-mat accounts: introduction, merits and limitations.

### References:

Khan, M.Y. on Financial Services (8<sup>th</sup> ed.) Mc Graw Hill Education [ Chapter

10,11]

Pathak, B. on Indian Financial System (4<sup>th</sup> ed.) Pearson Publication [Chapter 6]

## Unit III

(3 weeks)

Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems, Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

### References:

Khan, M.Y. on Financial Services (8<sup>th</sup> ed.) Mc Graw Hill Education [ Chapter 2,3,4,5]

Kunjukunju, B.& Mohanan, S. on Financial System & Financial Institutions in India (1<sup>st</sup> ed.) New Century Publication [Chapter 16,17]

Shanmugham, R. on Financial Services (2<sup>nd</sup> ed.). Wiley Publications [Chapter 5,10]

## Unit IV

(3 weeks)

Alternative Investments: Venture Capital: Concept, history and evolution of VC, the venture

#### Unit IV

(3 weeks)

Alternative Investments: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing, buy-outs.

Real Estate, Private Equities, Commodities: Concepts, Classification, history

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Page 62 of 118

#### INVESTMENT BANKING AND FINANCIAL SERVICES

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology such as Merton Model, KMV, Credit Metrics, etc. International credit rating practices.

Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, Securitization in India. US 2008 sub-prime mortgage crisis. Cases of Bear Stearn, Lehman Brothers

##### References:

Forbes India article on US Sub Prime Crisis 2008:

<https://www.forbes.com/sites/johntharvey/2018/09/17/four-lessons-not-learned-from-the-financial-crisis/#605db1a447bc>

Forbes India article on US Sub Prime Crisis 2008:

<https://www.forbes.com/sites/miltonezrati/2018/09/17/lehman-and-the-financial-crisis-what-went-wrong/#593d8b0f7790>

Khan, M.Y. on **Financial Services** (8<sup>th</sup> ed.) Mc Graw Hill Education [ Chapter 5,6,7,14]

[http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-129%20updated%20BBA\(FIA\)%20Revised%20Syllabus%202019%20\(Final\).pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-129%20updated%20BBA(FIA)%20Revised%20Syllabus%202019%20(Final).pdf)

University 2: Punjab University(Blue)

<https://puachd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211021112>

## **BBA 302: FINANCIAL MARKETS AND FINANCIAL SERVICES**

**Objectives:** To advance the understanding of fundamental concepts of financial markets, financial instruments in various markets and important financial services.

### **Unit – I**

**Indian Financial System** – Meaning, Importance, Functions and Structure (Overview of Financial Markets, Financial Institutions, Financial Instruments and Financial Services)

**Money Market**– Structure of Indian Money Market (Organized, Co-operative and Unorganized Sectors); Instruments of Money Market – Call/Notice/term Money, Repurchase Agreements, T-Bills, Commercial Bills, Commercial Papers, Certificate of Deposits and Money Market Mutual Funds; and Discount and Finance House of India.

**Capital Market**– Indian Capital Market; Capital Market Instruments; Primary Market (New Issue Market and Listing of Securities); Secondary Market with special reference to Stock Exchanges and their functioning; Indian Clearing Corporation Ltd. and Role of Securities and Exchange Board of India.

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### **Unit - II**

**Financial Services** – Meaning and Importance

**Merchant Banking and Investment Banking** – A brief overview of Issue Management, Underwriting Services, Corporate Debt Restructuring, Project Counselling, Portfolio Management and Loan Syndication

**Mutual Funds** – concept, advantages, mutual funds schemes (growth, income, balanced, gilt – edged, equity – linked and money market mutual funds)

**Factoring Services** – concept, functions of a factor, and types of factoring  
Recent Trends in Credit Rating Services in India- Role of ICRA and CRISIL

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University 3: Osmania University(Pink)

<b>BBA (CBCS) Syllabus 2019 – 2020</b>	<b>OU</b>
<b><u>COURSE NO. DSC - 501 (a)</u></b>	
<b><u>FINANCIAL MARKETS AND SERVICES (F)</u></b>	
<b>OBJECTIVE :</b> To explain the structure of Indian Financial System. To understand leasing, hire purchase and Mutual funds.	

To understand leasing, hire purchase and Mutual funds.

**UNIT - I : STRUCTURE OF INDIAN FINANCIAL SYSTEM :**

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

**UNIT - II: PRIMARY AND SECONDARY MARKET :**

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, e-Prospectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

**UNIT - III : LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

**UNIT - IV : NON FUND FINANCIAL SERVICES :**

Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

**UNIT - V : MUTUAL FUNDS :**

Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

[https://www.osmania.ac.in/Syllabus\\_2019/UG/Faculty%20of%20Management/BBA%20CBCS%20Syllabus%202019-2020.pdf](https://www.osmania.ac.in/Syllabus_2019/UG/Faculty%20of%20Management/BBA%20CBCS%20Syllabus%202019-2020.pdf)

[http://www.du.ac.in/uploads/Revi\\_syll\\_19082019/19082019\\_31\\_July\\_Final\\_B.Com\\_hons\\_SYLLABUS.pdf](http://www.du.ac.in/uploads/Revi_syll_19082019/19082019_31_July_Final_B.Com_hons_SYLLABUS.pdf)

<http://www.du.ac.in/index.php?page=revised-syllabi-ug>

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of 1 mark each. Part B shall consist of 6 short Questions of 4 marks each out of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice

[https://www.msci.com/documents/10199/238439/RandMerchantBank\\_CaseStudy.pdf/ecfd3eec-448a-41f5-8e29-b82bad7cd4de](https://www.msci.com/documents/10199/238439/RandMerchantBank_CaseStudy.pdf/ecfd3eec-448a-41f5-8e29-b82bad7cd4de)

**CASE STUDY:**

Rand Merchant Bank:

Rand Merchant Bank required consultation on building consistent risk frameworks that integrate market and credit risk, allowing them to create a framework for calculating the incremental risk charge (IRC).

Overview - Market Drivers:  
Rand Merchant Bank, headquartered in Johannesburg, South Africa, decided to take a proactive stance to upcoming risk regulation given the unprecedented turmoil in the financial markets. As such, Rand Merchant Bank was seeking a risk management partner that could advise them on how best to meet the regulatory requirements related to the 'Guidelines for Computing Capital for Incremental Risk in the

Trading Book, 'as proposed by the Basel Committee on Banking Supervision (2008 and 2009). These guidelines, which are expected to be formalized during the course of 2009, will require banks to extend the measurement of "specific" market risk in the trading book to include default and migration risks. To meet the potential regulatory demands, Rand Merchant Bank required consultation on building consistent risk frameworks that integrate market and credit risk, allowing them to create a framework for calculating the incremental risk charge.

#### Vendor Selection Process:

As banks have found themselves in the regulatory spotlight, Rand Merchant Bank undertook a specific risk project in order to better understand, measure and manage "specific" risks associated with debt and equity positions in their trading books. Given that Rand Merchant Bank recently applied for internal model approval for general market risk in the trading book, a natural next step was to develop an internal model for the measurement and management of specific risk.

While Rand Merchant Bank had the in-house expertise to build a credit risk analytics solution, RMB risk staff explained, "We found it would be far simpler and less time consuming to purchase an external set of credit risk analytics." Having considered a wide range of providers and solutions, Rand Merchant Bank selected RiskMetrics Group's CreditManager® solution—the portfolio credit model based on RiskMetrics' CreditMetrics™ methodology. The CreditMetrics methodology, an open source transparent credit risk model, is widely regarded as a proven benchmark standard for credit risk measurement.

Therefore, RiskMetrics advised Rand Merchant Bank on the implementation of CreditManager for the purpose of measuring the incremental risk charge in the Bank's trading book. They also tasked RiskMetrics with advising them on the regulatory requirement put forth by the Basel Committee on Banking Supervision. Summing up CreditManager's advantages over other options, RMB risk staff say: "It is web-based, easy to use and implement, provides a solution for all types of exposures and has many great features in the reporting setup."

#### Implementation:

Following the selection of RiskMetrics' CreditManager, the focus of the consultancy support was on challenges related to choosing appropriate inputs to feed the credit risk model. There are various modeling challenges banks face when implementing the incremental risk charge, and RiskMetrics' senior consultants supported Rand Merchant Bank with the following:

1. The rating assignment to each issuer in the portfolio, as it is not uncommon to find unrated companies in the trading book.
2. The measurement of probabilities of default and transition matrices over a short horizon (less than one year).
3. The estimation of the liquidity period for categories of traded products and the following aggregation of single-period simulations over the one-year regulatory horizon.
4. The implementation of the regulatory principle of the “constant level of risk”
5. Including equities in the overall credit risk framework.

A further value add provided by RiskMetrics’ consultants was advice on how to adjust the model to take into account both available data in the local market and changing economic conditions.

#### Conclusion – Results:

Following the swift and successful implementation, Rand Merchant Bank plans to combine CreditManager with other internal systems and to use it to run a multitude of scenarios, especially "what if" to see the impact of new trades and structures on Rand Merchant Bank’s risk profile. While the current project has successfully concluded, Rand Merchant Bank intends to work closely with RiskMetrics to ensure that their implementation remains compliant with the forthcoming incremental risk charge regulation.

The RMB risk professionals were particularly impressed by the support from RiskMetrics while implementing CreditManager. “RiskMetrics’ experts proved extremely knowledgeable and we received excellent service at every stage of the project.” In summary, RiskMetrics’ advisory support and analytics enabled Rand Merchant Bank to build a robust market and credit risk framework, which equips them with the tools to model and calculate the incremental risk charge.

**SUBJECT TITLE: Corporate Law**

**SUBJECT CODE:**

**SEMESTER: III**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam : 3 Hrs**

**Objective and outcome of course:** The aim is to provide an understanding of the basic of company law. The course is designed to make the student familiar with provisions of company law & to guide the students about different terms of corporate law.

**Contents of Syllabus:**

Units	Contents	Contact Hours
Unit I	<b>Nature of a company:</b> Definition of a company, Characteristics of a company, Lifting the corporate veil, Company distinguished from partnership. <b>Kinds of companies:</b> Classification on the basis of Incorporation; Classification on the basis of Liability ; Classification on the basis of number of members ;Classification on the basis of Control ;Classification on the basis of Ownership. <b>Formation of a company:</b> Steps involved in the formation and incorporation of a company.	15
Unit II	<b>Memorandum of association:</b> Meaning and Importance, Form and Contents, Alteration of Memorandum. <b>Articles of association:</b> Meaning, Relationship of and distinction between MOA and AOA. <b>Prospectus:</b> Meaning, Definition and contents, <b>statutory requirements in relation to prospectus.</b> Shelf prospectus and Red herring prospectus, Misstatement in prospectus. <b>Share capital:</b> Kinds of share capital, Alteration of share capital, Ways for raising share capital, Allotment of shares, share certificate and share warrant, calls on shares, Forfeiture and surrender of shares, transfer of shares.	10
Unit III	<b>Company Management:</b> Definition of Director, appointment of director, position of a director, Restrictions on the appointment of director, Disqualifications of director, Meetings of directors, powers of directors, duties and liabilities of directors. <b>Meetings:</b> General meetings of shareholders, requisites of a valid meeting, proxies, voting and poll.	10
Unit IV	<b>Auditors:</b> audit committee; appointment of auditors; rights, powers and duties of auditors. <b>Winding Up:</b> Meaning of winding up; modes of winding up; consequences of winding up; procedure of winding up by the court; voluntary winding up.	10

**Recommended Study Materials**

**Recommended Text Books:**

S.no	Name of Author	Title
1	Gowar, LCB,	Principles of Modern company Law, Stevens & Sons, London.
2	Kannal, S., & V.S. Sowrirajan,	Company Law Procedure”, Taxman’s Allied Services (P)Ltd., New Delhi (LatestEdn).

<b>3</b>	Ramaiya, A.,	“A Ramaiya’s Guide to Companies Act”, Lexis Nexis Butterworths Wadhwa,  Nagpur.
<b>4</b>	Hanningan, Brenda	Company Law, Oxford University Press, U.K.

#### **Recommended Reference Books:**

S.no	Name of Author	Title
<b>1</b>	Kannal, S., & V.S. Sowrirajan,.	Company Law Procedure, Taxman’s Allied Services (P) Ltd., New Delhi
<b>2</b>	Hicks, Andrew & Goo S.H., (2017)	Cases and Material on Company Law, Oxford University Press.

#### **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
<b>1</b>	By Prof. (Dr.) Harpreet Kaur	Corporate Law <a href="https://onlinecourses.swayam2.ac.in/cec20_hs23/preview">https://onlinecourses.swayam2.ac.in/cec20_hs23/preview</a>
<b>2</b>	CEC and National Law University Delhi via Swayam	Corporate Law <a href="https://www.classcentral.com/course/swayam-corporate-law-17554">https://www.classcentral.com/course/swayam-corporate-law-17554</a>
<b>3</b>	UGC MOOCs	Corporate Law <a href="https://ugcmoocs.inflibnet.ac.in/index.php/courses/view ug/332">https://ugcmoocs.inflibnet.ac.in/index.php/courses/view ug/332</a>

#### **Recommended Journals:**

Name of Journal	Link
<b>Company law journal</b>	<a href="https://www.worldcat.org/title/company-law-journal/oclc/10987816">https://www.worldcat.org/title/company-law-journal/oclc/10987816</a>
<b>Journal of Corporate Law Studies</b>	<a href="https://www.tandfonline.com/toc/rcsl20/current">https://www.tandfonline.com/toc/rcsl20/current</a>
<b>Indian Journal of Corporate Law and Policy</b>	<a href="https://ijclp.com/">https://ijclp.com/</a>



**Delhi University (Font in Green)**

(Link:[http://www.du.ac.in/uploads/Revi\\_syll\\_19082019/19082019\\_31\\_July\\_Final\\_B.Com\\_hons\\_SYLLABUS.pdf](http://www.du.ac.in/uploads/Revi_syll_19082019/19082019_31_July_Final_B.Com_hons_SYLLABUS.pdf)))

**om Programme CBCS**

**Department of Commerce, University of Delhi, Delhi**

**B.Com.: Semester III**

**Paper 3.1: Company Law**

**Duration: 3 hrs.**

**Marks: 100**

**Lectures: 65**

**Objective:** The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013. Case studies involving issues in company laws are required to be discussed.

**UNIT I: Introduction**

**15 Lectures**

Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, pre incorporation contract and provisional contracts; on-line registration of a company.

**UNIT II: Documents**

**13 Lectures**

Memorandum of association and its alteration, articles of association and its alteration, doctrines of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in prospectus; issue, allotment and forfeiture of share, calls on shares; issue of sweat capital; employee stock option; issue of bonus shares; transfer and transmission of shares, buyback; share certificate; D-Mat system.

## **CASE STUDY**

### **Royal British Bank v Turquand**

#### **Facts of the Case**

Mr Turquand was the insolvent Cameron's Coalbrook Steam, Coal and Swansea and Loughor Railway Company's official manager (liquidator).

It was established in 1844 under the Joint Stock Companies Act.

The company had issued a Rs 2000 bond to the Royal British Bank, which guaranteed the company's current account draws.

The bond was signed by two directors and the secretary and was under the company's seal. For non-payment of the same, the claimants, the Royal British Bank, sued him.

The company stated that the directors had only the ability to borrow the company's resolution had allowed what under its registered deed of settlement (the articles of association).

The defendants also claimed that no resolution authorizing the issuance of the bond had been passed, and that no bond was issued without the approval and consent of the company's shareholders.

#### **Judgment**

Sir Jervis was of the opinion that the Court of Queen's Bench's decision should be affirmed. He was inclined to believe that the issue, which had been raised primarily in this case and in that Court, did not always arise and did not require a decision.

His impression is that the replication's resolution goes far enough to satisfy the deed of settlement's criteria. According to Sir Jervis, the deed allows directors to borrow on a bond the sum or sums of money that may be borrowed from time to time by a resolution passed at the Company's General Meeting, and the replication of the resolution, adopted at the General Meeting, authorizes the directors to borrow such sums on bonds for such periods and at such interest rates as they may deem expedient, in accordance with

the act of settlement and the Act of Parliament; however, the resolution authorizes the directors to borrow such sum. It seemed to me to be enough, said Sir John Jervis CJ.

If this is the case, the other point does not arise, and we do not need to determine; for it appears to us that the plea, whether we regard it as a confession and rejection or a unique non-est factum, does not create any obstacle to the Company's advance.

He went on to say that - we can now assume that dealings with these firms are not the same as dealings with other partnerships, and that the parties involved must read the statute and the settlement act. But they're not obligated to go any further. And the party here would discover, rather than a prohibition on borrowing, permission to do so under specified conditions in the settlement statute.

It would have the right to infer the fact of a resolution allowing what appears to have been properly done in the face of the document if it found that the authority might be accomplished by a resolution.

**Subject: SERVICES MARKETING**

**Subject Code:**

**SEMESTER: V**

**CONTACT HOURS/WEEK**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam : 3 Hrs**

**Objective and outcome of course:** The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in providing various services related to marketing activities and customer experience. So as to ensure that service quality for the customers match the industry levels and performance.

**Contents of Syllabus:**

<b>Sr. No</b>	<b>Contents</b>	<b>Contact Hours</b>
<b>UNIT-I</b>	Introduction to Services: Nature & Concept of Services Marketing Growth of service sector economy, Service. Characteristics, Service Classification, Service Marketing Mix. Consumer Behaviour in Services:	<b>15</b>
<b>UNIT-II</b>	Building Customer Relationships. Service recovery and recovery strategies. Service development and design: Challenges of service design, types of new services , New service development process. Customer Expectation of Service, Customer Perceptions of Service:	<b>10</b>
<b>UNIT-III</b>	Delivering and performing service through Employees, Intermediaries and Customer Participation. Managing Demand and Capacity, Waiting Line Strategies Integrated Services Marketing Communications and Services marketing triangle. Internal Marketing, Employee Empowerment, Customer Involvement in Services	<b>10</b>
<b>UNIT-IV</b>	Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps	<b>10</b>

**Recommended Study Materials**

**Recommended Text Books:**

<b>S.no</b>	<b>Name of Author</b>	<b>Title</b>
1	Zeithmal A Valarie and Bitner Mary	Services Marketing', Tata McGraw Hill
2	Lovelock, Christopher H	Services Marketing', Pearson Education
3	Shankar Ravi	Service Marketing, Excel Books, New Delhi, 2002
4	Hoffman	'Marketing of services', Thomson South western

**Recommended Reference Books:**

S.no	Name of Author	Title
1	Bhattacharjee, C.	<i>Services Marketing</i> , Excel books
2	Jha, S..M.,	<i>Services Marketing</i> , Himalaya Publishing House

**Videos/SWAYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
1	Shainesh G	<b>Services Marketing</b>  <a href="https://onlinecourses.swayam2.ac.in/imb21_mg51/preview">https://onlinecourses.swayam2.ac.in/imb21_mg51/preview</a>

**Recommended Journals:**

Name of Journal	Name and link
<b>Journal of Services Marketing</b>	<a href="https://www.emeraldgroupublishing.com/journal/jsm">https://www.emeraldgroupublishing.com/journal/jsm</a>
Services Marketing Quarterly	<a href="https://www.tandfonline.com/toc/wsmq20/current">https://www.tandfonline.com/toc/wsmq20/current</a>
Journal of Marketing	<a href="https://journals.sagepub.com/home/jmx">https://journals.sagepub.com/home/jmx</a>
Asia - Australia Marketing Journal	<a href="https://www.monash.edu/marketing/mktjourn.html">https://www.monash.edu/marketing/mktjourn.html</a>

**Panjab University, (Font in Green )**

(Link: <https://puhcd.ac.in/includes/syllabus/2015/20150715151333-mbagenral2015-16.pdf?202302175201>)

## MBA7241: MARKETING OF SERVICES

**Objective:** To provide complete exposure to all aspects of service design, standards, delivering and performing service.

### UNIT I

Introduction to services: concepts of services marketing triangle| service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

### UNIT II

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new

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service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.

### UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

### UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service Scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.

Delhi University, (Font in Blue)

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf> )

#### MBAFT-7606: SERVICES MARKETING

##### Course Objectives:

Most of the developed economies of the world became service dominated about two decades ago and now developing economies are making a transition. Unique to the Indian economy is the transformation from agricultural dominance to service dominance. The business space is inhabited by service companies and good companies who augment their offering with services. In this context, good oriented marketing thinking and skills can be limiting. The purpose of this course is to acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.

##### Course Learning Outcomes:

1. Appreciation of differences between goods and services marketing
2. Understanding the process by which value is created in service businesses
3. Learning and mapping of consumer response to service buying situations
4. Understanding quality concept, measurement and implementation processes in services
5. Appreciation of differences in marketing issues like demand management and advertising

##### Contents:

Unit I: The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy

Service as marketing entity: characteristics and strategy implications, service dominant logic

Types of services: insurance, banking, air transportation, courier, education etc.

Unit II: Marketing mix: concept of value and value drivers, extended framework

Relationship building: relationship marketing, bonding and life time value

Service encounter: moment of truth, service types and service encounter, service encounter classification

Service innovation: through encounter and system modification

Unit III: Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting

Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization

Unit IV: Service buying behaviour: difference in perspective, risk analysis, decision process

Service marketing strategy: segmentation, targeting and positioning, market innovation

Competitive differentiation: competitive advantage and value chain analysis


Unit V: Service quality: concept, technical and functional quality, service quality

Christ University, (Font in Pink)

(Link:

[https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20MANAGEMENT/Master%20of%20Business%20Administration%20\(MBA\)/syllabus/30/2021\)](https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20MANAGEMENT/Master%20of%20Business%20Administration%20(MBA)/syllabus/30/2021)

## MBA462M - FUNDAMENTALS OF SERVICE MANAGEMENT



<b>Unit-1</b>	<b>Teaching Hours:5</b>
<b>Unit I Understanding Service Markets, Products and Customers (5 Hrs)</b>	
1) Perspectives on Marketing in the Service Economy: Introduction to services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, expanded marketing mix.	
2) Customer Behaviour in Service Encounters: Customer decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and perception of services	
<b>Unit-2</b>	<b>Teaching Hours:9</b>
<b>Building the Service Model</b>	
1) Developing Service Concepts: Defining the core and supplementary elements of a service, The flower of service, Planning and branding service products, Development of new services.	
2) Distributing Services: Determining the type of contact: Options for service delivery, Place and time decisions, the role of intermediaries, Distributing services internationally.	



**Instruction for Question Paper Setter:** The question paper should be divided into three parts. Part A shall consist of 12 MCQs' of 1 mark each. Part B shall consist of 6 short questions of 4 marks each out of which 3 questions shall have internal choice and Part C shall consist of 3 long questions of 8 marks each out of which 1 question shall have internal choice.

### **Case Study:**

Till the year 2000, Life Insurance Corporation (LIC) held a monopoly in the life insurance market by virtue of being India's only life insurance company in India. With the opening of the insurance sector to private players, LIC's hold on the market was threatened.

institutional equity (Kotak Mahindra Capital Company) and mutual funds (Kotak Mahindra Asset Management Company), has been converted (it obtained the banking license in February 2003 ) into Kotak Mahindra Bank (KMB). It launched its first branch at Nariman Point in Mumbai in March 2003. KMB has tried to differentiate its services in all aspects, starting from the design of the bank logo to the design of its products and services... Questions for Discussion:

1. The changing perception about a company among customers is a challenging task for any service provider. To what extent has LIC succeeded on that front? 2. What kind of branding strategy should LIC adopt, given its increasing product mix and the aggressive brand building measures of private insurers?

**Introduction to GST****Subject Code:****SEMESTER: V****CONTACT HOURS/WEEK**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

**Internal Assessment: 40****End Term Exam: 60****Duration of Exam : 3 Hrs**

**Objective and outcome of course:** The Objective of the course is to give theoretical & Practical Knowledge of Goods and Services Tax & Procedures of its application in India to the Student.

**Contents of Syllabus:**

Units	Contents	Contact Hours
Unit I	Tax Structure in India. Direct and Indirect Taxes, Overview of Goods and Services Tax. Goods and Services Tax: Meaning, Nature & Importance, Scope; Taxes of Centre and State subsumed under GST. Benefits and Limitations of GST.	10
Unit II	Registration procedure under GST. Comprehensive structure of GST Model: Australian Model, Canadian Model, Kelkar Shah Model. Illustrations on Supply- Taxable, Non-Taxable, Exempted, Deemed Supplies, Reverse Charge.	10
Unit III	Time Value of Supply, Place of Supply; Supplies in the course of inter-State trade or commerce, Supplies in the course of intra-State trade or commerce, Levy and collection of CGST/SGST. Appointment and powers of officers under GST.  Classes of officers under GST Amendments and Cancellation.	10
Unit Iv	Input tax credit, Tax invoices Debit & Credit Notes; Accounts and records, Return and Payments of tax, Inspection, search and seizure, Offences & penalties, Appeal & Revision under GST	10

**Recommended Study Materials****Recommended Text Books:**

S.no	Name of Author	Title
1	Dr. H.C. Mehrotra and Prof. V.P. Agarwa	Goods and Services Tax (G.S.T) Tenth Revised and updated Edition

2	CA Kesha R Garg, Bharat Law House, Delhi	GST Ready Reckoner
3	Notifications by Government of India	Goods and Services Tax in India
4	CA. Vishal G Poddar, Adv. Nitin Sharma.	GST ITC

**Recommended Reference Books:**

S.no	Name of Author	Title
1	Ministry of Law and Justice (Legislative Department)	The Central Goods and Services Tax Act, 2017
2	Taxmann's	GST Ready Reckoner

**Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
1	Tax Academy	GST - when, where, who and how much? <a href="https://www.classcentral.com/course/gst-when-where-who-and-how-much-117493">https://www.classcentral.com/course/gst-when-where-who-and-how-much-117493</a>
2	CA Piyush Gupta	Goods and Services Tax <a href="https://www.udemy.com/course/free-gst-certification-course-online/">https://www.udemy.com/course/free-gst-certification-course-online/</a>
3	Teachoo	GST Certification Course <a href="https://www.teachoo.com/subjects/courses/free-gst-certification-course/">https://www.teachoo.com/subjects/courses/free-gst-certification-course/</a>
4	Netaji Subhas Open University, Kolkata and IGNOU	Introduction to GST <a href="https://www.classcentral.com/course/swayam-introduction-to-gst-14150">https://www.classcentral.com/course/swayam-introduction-to-gst-14150</a>

**Recommended Journals:**

S.no	Name of Author	Name and link
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<b>1</b>	Sarthak Sengupta Apoorva Dhuria Tina Munjal	A Study on Goods and Services Tax (GST) <a href="https://www.researchgate.net/publication/347910918_A_Study_on_Goods_and_Services_Tax_GST">https://www.researchgate.net/publication/347910918_A_Study_on_Goods_and_Services_Tax_GST</a>
Name of Journal		<b>Link</b>
<b>Goods &amp; Services Tax Cases – The GST Weekly   Virtual Journal</b>		<a href="https://www.taxmann.com/virtualbooks/journal/product/6663-virtual-journal-goods-and-services-tax-cases-the-gst-weekly">https://www.taxmann.com/virtualbooks/journal/product/6663-virtual-journal-goods-and-services-tax-cases-the-gst-weekly</a>
<b>Journal of Accounting and Economics</b>		<a href="https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics">https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics</a>
<b>Contemporary accounting research</b>		<a href="https://www.openaccessjournal.com/journal/512/Contemporary-accounting-research">https://www.openaccessjournal.com/journal/512/Contemporary-accounting-research</a>

Panjab University, BBA (Font in Pink)

(Link: <https://www.puchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211365912> )



## **BBA 225: TAX LAWS II**

**Objective:** The objective of this paper is to help the students to acquire the knowledge of tax laws and apply these laws in planning in India.

### **Unit I**

Tax structure in India, Direct and Indirect Taxes, Deemed Incomes and Clubbing of Incomes (Aggregation of Incomes), Set-Off and Carry Forward of Losses, Deductions to be made in Computing the Gross Total Income and Assessment of Individual.

### **Unit II**

Overview of Goods and Services Tax, Implementation of GST, Reasons for GST introduction, Pros and cons of GST, Registration procedure under GST, CGST/ SGST Act, 2017, Classes of officers under GST, their appointment and powers; Levy and collection of CGST/ SGST; Composition Levy scheme; Time and value of supply.

IGST Act, 2017: Definitions, Supplies in the course of inter-State trade or commerce, Supplies in the course of intra-State trade or commerce, Levy and collection of IGST, power to grant exemption from tax, place of supply under IGST; Input tax credit; Returns under GST; Refund of tax; offences and penalties.

(Link: <https://icmai.in/upload/Students/Syllabus2022/Foundation/P4.pdf> )

CMA Syllabus 2022

## SECTION A: GOODS AND SERVICES TAX ACT & RULES

### 1. Supply under GST - A Refresh

- 1.1 Introduction
- 1.2 Case Studies and Illustrations on Supply - Taxable, Non-taxable, Exempted, Deemed Supplies, Reverse Charge
- 1.3 Notifications on Exempted Supplies
- 1.4 Important Circulars covering Clarifications on Supply
- 1.5 Analysis of Key Advance Rulings

### 2. Time of Supply (Advanced)

- 2.1 Introduction
- 2.2 Domestic Transactions including Reverse Charge
- 2.3 International Transactions including Reverse Charge
- 2.4 Case Studies / Analysis of Advance Rulings

### Topics Replaced/ Deleted (Font in Red):

Classes of officers under GST Amendments and Cancellation.

This is a duplication of the topic as the appointment of GST officers includes the topic- introduction of the classes of officers.

**CASE STUDY– The issue of reversal of ITC vis-à-vis outward supply of service where GST is payable on reverse charge basis.**

(Link: <https://www.wirc-icai.org/images/material/ITC-Valuation-Case-studies-NS.pdf> )

- ABC Ltd. is a sporting company, engaged in conceptualizing and orchestrating football matches at various locations. ABC Ltd. is registered as a supplier under GST and its major revenues flow from:

(i) sale of tickets for admission to the football matches (comprises approx. 40% revenue) and,

(ii) supply of sponsorship service to body corporates (comprises approx. 60% revenue). For the purpose of rendering these services, ABC Ltd. procures various goods and services which are either commonly used for the business or, are directly used for making specific outward supply.

- ABC Ltd. avails ITC of GST paid on input goods and services which are used in the course and furtherance of its business i.e. which are used as input goods and service in supply of services mentioned above.

- In terms of Sr. No. 4 of Notification No. 13/2017- Central Tax (Rate) dated 28.06.2017, GST on supply of sponsorship service by any person to a body corporate or partnership firm (in the taxable territory) is to be paid on reverse charge basis by the recipient of the service i.e. the sponsors in the present case.

It deserves attention that supply of sponsorship service is not exempt from levy of GST and tax is payable on such supply by the respective sponsors on reverse charge basis, and accordingly, no GST is payable in the hands of ABC Ltd. on such supplies.

- In terms of Section 17(2) of the CGST Act, a registered who is engaged in supply of both taxable as well as exempt supplies, shall only avail ITC, which is attributable to taxable supplies.

**In light of the factual matrix in this case, ABC Ltd. seeks to understand the following:**

1. Whether supply of sponsorship service by ABC Ltd. would be considered as 'exempt supply' in the hands of ABC Ltd.?
2. Whether ABC Ltd. is required to reverse proportionate common ITC of GST paid on input goods and services, which are used in supplying sponsorship service?
3. Whether ABC Ltd. is obliged to forgo the ITC of GST paid on input goods or services, which are directly attributable to supply of sponsorship service?

**SUBJECT TITLE: Seminar on Summer Training Report**

**SUBJECT CODE:**

**SEMESTER: V**

**CONTACT HOURS/WEEK:**

<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Practical (P)</b>	<b>Credit I</b>
<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

Between the second and the third semester the students of MBA are required to undergo summer training in any organization.

The training is aimed at exposing the students to the practical aspects of management and the application of theories of management. They are required to carry out a project and submit a report to the institution at the end of training.

This training report is required to be presented to the class and evaluated by a teacher/teachers of the college.



## Sixth Semester

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P			Internal	External	Total	
Core Courses										
BB 3601	Strategic Management	4	-	-	4	4	40	60	100	3Hrs
BB 3602	Operation Research	4	2	-	5	5	40	60	100	3Hrs
BB 3603	Advertising and sales Management	4	-	-	4	4	40	60	100	3Hrs
Ability Enhancement Compulsory Courses										
BB 3604	Research Project	4	-	-	4	4	40	60	100	3Hrs
BB 3605	Business Leadership Skills	3	-	-	3	3	40	60	100	3 Hrs
Elective Course										
BB3606	Managing Digital Business	4	-	-	4	4	40	60	100	3Hrs
BB 3607	Retail & Logistics Management	4	-	-	4	4	40	60	100	3Hrs
Total		27	2	-	28	28				

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation: 5

**Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University.**

**SUBJECT TITLE: Strategic Management**

**SUBJECT CODE:**

**SEMESTER: VI**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** This course aims at enabling students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Definition, nature, scope, and importance of strategy & strategic management; Strategic decision-making. Process of strategic management and levels at which strategy operates. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.	<b>10</b>
<b>UNIT-II</b>	Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile. Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).	<b>15</b>
<b>UNIT-III</b>	Industry level analysis; Porters' five forces model, Strategy implementation: Resource allocation, Organist ion structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility, Strategic Evaluation & control: Techniques of strategic evaluation.	<b>15</b>

<b>UNIT-IV</b>	Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Business level strategies—Porter’s framework of competitive strategies; Differentiation and Focus strategies. Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine cell, Hofer’s product market evolution and Shell Directional policy Matrix).	<b>10</b>
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**Instruction for Question Paper setter :** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ’s of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
<b>1</b>	Burgelman, R., & Christensen, C.	Strategic Management of Technology & Innovation. McGraw Hill Education. (2017)
<b>2</b>	Kazmi A.	‘Business Policy & Strategic Management’ Tata McGraw Hill
<b>3</b>	Thomson & Strickland	‘Strategic Management: Concept & Cases’ Tata McGraw Hill
4	S. Reddy	Strategic Management by Himalaya Publication
5	Johnson & Scholes	Exploring Corporate Strategy’ Prentice Hall India
<b>REFERENCE BOOKS</b>		
1	Wheelen & Hungee	Strategic Management & Business Policy’ Addison-Wesley
<b>2.</b>	Fred R. David & Forest R. David	Strategic Management :Concept and Cases 15E’ Pearson Education India ISBN 10:9332548935
<b>3.</b>	John A. Pearce II , Richard B. Robinson , Amita Mital	Strategic Management: Planning for Domestic and Global Competition (SIE) ‘  14th Edition Paperback

4.	Jauch & Glueck	Business Policy & Strategic Management' Tata McGraw Hill
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#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Strategic Management	<a href="https://onlinecourses.swayam2.ac.in/imb23_mg24/preview">https://onlinecourses.swayam2.ac.in/imb23_mg24/preview</a>
2	Advanced Corporate Strategy	<a href="https://onlinecourses.swayam2.ac.in/imb23_mg03/preview">https://onlinecourses.swayam2.ac.in/imb23_mg03/preview</a>

#### Recommended Journals:

	Name of Journal	Name and link
	<b>Journal of Strategy and Management</b>	<a href="https://www.emerald.com/insight/publication/issn/1755-425X">https://www.emerald.com/insight/publication/issn/1755-425X</a>
	<b>Strategic Management Journal</b>	<a href="https://onlinelibrary.wiley.com/journal/10970266">https://onlinelibrary.wiley.com/journal/10970266</a>
	<b>Strategic Entrepreneurship Journal</b>	<a href="https://www.scimagojr.com/journalsearch.php?q=21100217630&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=21100217630&amp;tip=sid&amp;clean=0</a>
	<b>Global Strategy Journal</b>	<a href="https://www.scimagojr.com/journalsearch.php?q=21100409642&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=21100409642&amp;tip=sid&amp;clean=0</a>
	<b>Journal of Family Business Strategy</b>	<a href="https://www.scimagojr.com/journalsearch.php?q=19600161806&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=19600161806&amp;tip=sid&amp;clean=0</a>

#### Sources & Links:

University 1: Punjab University, Chandigarh

<https://puuchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202211021112>

## SIXTH SEMESTER

### BBA 321: BUSINESS POLICY AND STRATEGY

**Objectives:** The course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organizations.

#### UNIT-I

Definition, nature scope and importance of strategy and strategic management. Strategic decision-making. Process of strategic management and levels at which strategy operates.

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

Internal Appraisal: The internal environment, organizational capabilities in various functional areas. Methods and techniques used for organizational appraisal (A brief overview of: Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating).

Corporate level strategies -Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions Corporate Restructuring.

#### UNIT- II

Business level strategies- Porter's framework of competitive strategies. Differentiation and Focus strategies .Concept, importance, Building and use of Core Competence.

Strategic Analysis and choice- Corporate level analysis (BCG, GE Nine-cell, McKinsey's 7-S Framework). Industry level analysis, Porter's five forces model.

#### UNIT- II

Business level strategies- Porter's framework of competitive strategies. Differentiation and Focus strategies .Concept, importance, Building and use of Core Competence.

Strategic Analysis and choice- Corporate level analysis (BCG, GE Nine-cell, McKinsey's 7-S Framework). Industry level analysis, Porter's five forces model.

61

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation.

Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.

**NOTE:** The question paper will include short case studies in Section – A.

#### Suggested Readings:

1. William J Gluek & Jauch G&J, Business Policy & Strategic Management, Tata McGraw Hill
2. Kazmi, Business Policy & Strategic Management, Tata McGraw Hill
3. Thomson & Strickland, Strategic Management: Concept & Cases , Tata McGraw Hill
4. Ghemawat, Strategy & The Business Landscape, Pearson Education Asia
5. Johnson & Scholes, Exploring Corporate Strategy, Prentice Hall India
6. Pearce & Robinson, Strategic Management, AITBS

University 2: Osmania University, Hyderabad

[https://www.osmania.ac.in/Syllabus\\_2019/UG/Faculty%20of%20Management/BBA%20CBCS%20Syllabus%202019-2020.pdf](https://www.osmania.ac.in/Syllabus_2019/UG/Faculty%20of%20Management/BBA%20CBCS%20Syllabus%202019-2020.pdf)

**COURSE NO. SEC - 2 (b)****BUSINESS POLICY AND STRATEGY****OBJECTIVE:**

To acquaint the students with understanding the business environment and design strategies to meet challenges. It focuses on designing plans and policies.

**UNIT– I: INTRODUCTION TO BUSINESS POLICY AND STRATEGY:**

Strategy, **Strategic Management** Process, Establishing Corporate directions – Vision, Mission and Objectives, Crafting and Executing Business Policy and Corporate Planning. Strategic Intent, Strategy decision making

**Environmental Analysis for Business Policy Formulations**-Evaluating a Company's External and Internal Environmental analysis for creating business policy and strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues.

**Strategy Formulation**-Strategy Formulation; Business-Level, Functional Level Strategy, Strategy analysis and choices Competitive analysis and advantages: Generic strategies, Choice based strategies, Tailoring Strategy to fit specific industry, Strategy for Leaders, Challengers, weak crisis Businesses.

**UNIT -II: ALTERNATIVE STRATEGY DEVELOPMENT AND STRATEGY****IMPLEMENTATION AND CORPORATE ETHICS:**

**Strategy Alternatives**-Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Using Offensive and defensive strategies. Outsourcing Strategies, Growth and Drivers of outsourcing. Market diversification strategies.

**Strategy Implementation:** Evaluation and Control, Corporate Culture and Promoting S M A R T governance, Re-Designing Organizational Structure and Controls, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

**SUGGESTED BOOKS:**

1. Arthur A Thompson Jr, Strickland “**Strategic Management**- Concepts and Cases” TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. P. Subba Rao, “Business Policy and **Strategic Management**” HPH, 2017.
3. Fred R. David, “**Strategic Management**” 2008, 12<sup>th</sup> Edition, PHI Learning Limited, New Delhi.
4. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.
5. R.M.Srivastava, “Management Policy and **Strategic Management**- Concepts, Skills and Practices” 2014, Revised edition, H P H , Hyderabad.
6. Dr. Francis Cherunilaym, “**Strategic Management**”, HPH, 2019.

**BBA - 605: CORPORATE PLANNING AND STRATEGIC MANAGEMENT**  
(Choice Based Course)

Lectures 4 + Tutorial 1	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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**Course Objective:**

The objective of this course is to help the students in understanding the core concepts of corporate planning and strategies and their implementation.

**Course Contents:**

**UNIT- I**

**Introduction to Corporate Planning:** Types, needs, requisites, corporate planning system – approach, role of planner, corporate planning & budgeting, corporate responsibility Vs profitability and productivity, Corporate objective – concept of corporate purpose, mission, objectives and goals process of setting corporate objectives, Forces intersecting with corporate objectives external and internal.

**UNIT- II**

**Strategic Management:** Strategic Management – Meaning, definition, objectives, characteristics and role, Importance of Strategic Management, Advantages and disadvantages of Strategic Management, Concept of strategy, Policy and strategy, Planning and strategy, Strategic decision making: Strategic intent, vision, mission, business definition, objectives and goals, Process of strategic management.

**Strategy Formulation:** Introduction, Types of strategies, Steps involved in strategy formulation, Core competencies and their importance in strategy formulation, Developing successful business strategies, Environmental analysis and Diagnosis, Environment scanning and appraisal, Organization appraisal.

**UNIT- III**

**Strategic Planning and Implementation:** Introduction, Strategic Planning Process, Stability, Expansion or growth, Mergers and Acquisitions, Activating strategy, Issues in Strategy Implementation, Integrating the Functional Plans and Policies, Organizing the strategies, Implementing operations, Developing production, Marketing and financial strategies, Methods and techniques and structuring gaps analysis.

**Suggested Readings:**

1. David, Fred, R.: *Strategic Management*, PHI Learning Pvt. Ltd., New Delhi.
2. Hitt Hoskisson: *Management of Strategy*, Cengage Learning India Pvt. Ltd., New Delhi.
3. Kazmi Azhar: *Business Policy and Strategic Management*, Tata McGraw-Hill, New Delhi.
4. Miller Dess: *Strategic Management*, McGraw Hill Inc., New York.

**Case Study:**



## **Zomato: Can it win Battle for Leadership in India's Food Tach Market?**

Due to its growing working population, government policies and growth of the service sector, India with a GDP of US\$ 2,689 billion in 2018 was expected to grow to US \$ 3,586 billion by 2021. Food and Beverage (F&B) service industry had played an important role in the growth of Indian economy. It witnessed a rapid growth since 2014. This growth had attributed change in the pattern of food consumption owing to higher disposable income and changes in eating habits of people. As per Nasdaq, India was the only trillion-dollar economy that was among the five fastest growing economies in the world in 2017. Strong macroeconomic fundamentals, robust domestic demand, favorable demographics, and government policies were expected to contribute to a growth of 7.73% during 2017 -19.

**Evolution of Online Food Delivery Industry:** Prior to the entry of online food delivery firms in India, customers wanted to enjoy eating food with family and friends, had difficulty into searching good restaurants at vicinity while struggling with their appetite for dining going down. They went all the way around the city they lived and waited for their turn to get a seat to eat food. Also they faced traffic congestions on the road which discouraged them from eating out. But things changed drastically when they could enjoy the food at their leisure by getting their food ordered at their door steps. Due to the extended working hours at the office with heavy work pressure, people started looking for ordering healthy food to the place wherever they were after the availability of online food delivery in 2013.

**Entry and Growth of Zomato:** India's online restaurant discovery and food delivery company, which was originally launched as 'Foodiebay' in 2008 was renamed as Zomato in the year 2010 to avoid confusion with 'ebay'. It started as an internet directory for restaurant search and discovery and online food ordering. It provided listing all the restaurants and the menus on the web. Initially having started with Delhi-NCR region, as their services gained momentum, it expanded across the country.

**Other Players in The Online Food Delivery Market :** In the year October 2014, the duo, Nandan Reddy (Nandan) and Sriharsha Majety (Majety), who were alumni of Birla Institute of Technology (BITS) Pilani, with an intention of targeting the hyper local delivery business,

started Swiggy in Koramamngala, Bengaluru, Karnataka, India. They brought in Rahul Janimin who was an alumnus of IIT Kharagpur.

Market Share and Intensity of Competition: Zomato, Swiggy and Foodpanda were well established in Indian market by 2017 while Uber Eats was a new entrant in that year. The relationship between restaurants and Food Tech companies like Zomato, Swiggy, Uber Eats and Foodpanda varied greatly

The Road Ahead: Though Zomato claimed the Unicorn status in March 2018, the immediate rival Swiggy became the 2nd Food Tech Company to get Unicorn status by being valued over US\$1 billion. With funds pumped in by investors varying from US\$ 800 million to US\$1 Billion by 2019, the challenge for Zomato was to enhance the market share and become profitable

This case deals with Zomato, the online restaurant discovery and food delivery company in India. Though it started in 2008 and had early mover advantage in Food Tech industry in India, it had to face hard-hitting competition from Swiggy, Foodpanda and Uber Eats. Every firm tried its level best to increase their market share either by giving deep discounts or providing varied offers. Zomato and Swiggy attained the Unicorn status in the year 2018. Both were able to get funding from various venture capitalists and private equity firms, etc. All these firms tried their level best to secure more customers. In the year 2017, Zomato launched a subscription-based program called Zomato Treats and a premium membership program called Zomato Gold. It was to be seen, how Zomato would ward off the threat from the heavily funded rival Swiggy and other players in order to retain its leadership position in the market.

**This case is designed to enable students:**

- ☐ Discuss the changes in market dynamics brought in by players like Swiggy, Foodpanda and Uber Eats.
- ☐ Create a roadmap for Zomato to chart out a successful growth trajectory in the expanding mark

Link:

[http://www.ibscdc.org/Case\\_Studies/Strategy/Competitive%20Strategies/Zomato\\_Can%20it%20win-Case%20Study.htm#ENTRY%20AND%20GROWTH%20OF%20ZOMATO](http://www.ibscdc.org/Case_Studies/Strategy/Competitive%20Strategies/Zomato_Can%20it%20win-Case%20Study.htm#ENTRY%20AND%20GROWTH%20OF%20ZOMATO)

**SUBJECT TITLE: Operations Research**

**SUBJECT CODE:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
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**SEMESTER: VI**  
**CONTACT HOURS/WEEK:**

<b>3</b>	<b>2</b>	<b>-</b>	<b>4</b>
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**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam : 3 Hrs**

**Objective and outcome of course:** objective of the syllabus is to acquaint the students with the knowledge of various tools and techniques which helps in optimal utilization the scarce resources of an organization.

**Contents of Syllabus:**

<b>Sr. No</b>	<b>Contents</b>	<b>Contact Hours</b>
<b>UNIT-I</b>	Introduction to Operations Research: Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research .	10
<b>UNIT-II</b>	Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Simplex Method: Introduction , Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method . Special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions.	15
<b>UNIT-III</b>	Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality. Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm.	15
<b>UNIT-IV</b>	Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Saddle Point, ODDS Method ,Dominance , Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s Game Matrix. Project Management: Challenges in Project Management, appreciating the issues involved in project planning and control. Application of Network Techniques – PERT and CPM in Project Management. Preparation of Network, minimum time schedule and slack/float analysis; time-cost trade-off, Project Scheduling and Uncertainty, Resource Allocation Problem in Project	10

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 mark each. Part B shall consist of 7 short questions of 4

marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

## Recommended Study Materials

### Recommended Text Books :

S.No.	Name of Author	Title
1	Kapoor V.K.	Operations Research Techniques for Management, Sultan Chand & Sons.
2	Kantiswarup, Gupta P.K.&Manmohan.	Operations Research ,Sultan Chand & Sons.
3	Taha H.A	“Operations Research: An Introduction”, Prentice Hall of India, New Delhi.
4	N.D. Vohra	Quantitative Techniques in Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, (Latest Edition)
5	Gupta, M.P and Sharma J.K	“Operations Research for Management”, National, New Delhi.

### Recommended Reference Books :

S.No.	Name of Author	Title
1	Pradep Prabhakar Pai	“Operations Research- Principles and Practice, Oxford Higher Education
2	Anderson, Sweeney, Williams, Martin	“An Introduction to Management Science Quantitative Approaches to Decision Making”, Cengage Learning.
3	Federick S. Hiller and G. J. Liberman	Introduction to Operations Research, Tata McGraw-Hill Publishing Company Ltd., New Delhi (Latest Edition)
4	T. Lucey	Quantitative Techniques, Thompson Learning Publishers, London, (Latest Edition).
5	R. Thierauf and R. Klekamp	Decision Making Through Operations Research, John Wiley & Sons

### Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
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1	Professor Bibhas C. Giri Jadavpur University	<a href="https://onlinecourses.swayam2.ac.in/cec20_ma10/preview">https://onlinecourses.swayam2.ac.in/cec20_ma10/preview</a>
2.	Prof. G. Srinivasan  , IIT Madras	<a href="https://onlinecourses.nptel.ac.in/noc20_ma23/preview">https://onlinecourses.nptel.ac.in/noc20_ma23/preview</a>

### Recommended Journals :

S.No.	Name of Author	Name & Link
1	S. Datta	Applications of Operational Research to the Transportation Problems in Developing Countries: A Review Global Business Review <a href="http://gbr.sagepub.com/cgi/content/abstract/1/1/113">http://gbr.sagepub.com/cgi/content/abstract/1/1/113</a> T

Name of Journals	Link
Operations Management Research	<a href="https://www.springer.com/journal/12063">https://www.springer.com/journal/12063</a>
Journal of Operations Management (JOM)	<a href="https://onlinelibrary.wiley.com/journal/18731317">https://onlinelibrary.wiley.com/journal/18731317</a>
International Journal of Engineering Business Management	<a href="https://journals.sagepub.com/doi/10.5772/56919">https://journals.sagepub.com/doi/10.5772/56919</a>

**Source : PANJAB UNIVERSITY**

<file:///C:/Documents%20and%20Settings/xp/My%20Documents/Downloads/PU%20CHD%20MBA%20Syllabus.pdf>

## MBA6203: OPERATIONS MANAGEMENT

**Objective:** The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

### UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

### UNIT II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal

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**Source : DELHI UNIVERSITY**

[http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure4.%20FINAL%20Course%20MBA%20\(FM\)%20%20SEPTEBER%204,%202018%20\(AFTER%20SUGGESTIONS%20FROM%20STANDING%20COMMITTEE.pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure4.%20FINAL%20Course%20MBA%20(FM)%20%20SEPTEBER%204,%202018%20(AFTER%20SUGGESTIONS%20FROM%20STANDING%20COMMITTEE.pdf)

**Page No. :43 – 47**

#### **Unit II: Special Cases of Linear Programming & Other Mathematical Programming**

**Models:** Transportation Models and Assignment Models – as a special case of Linear Programming; their meaning, assumptions, and formulation of the model, their solution methodology; sensitivity analysis and their applications, Integer Programming, Zero-One Programming, Mixed Integer Programming, Goal Programming, Dynamic Programming – their applications and solution methodology

**Unit III: Project Management:** Challenges in Project Management, appreciating the issues involved in project planning and control. Application of Network Techniques – PERT and CPM in Project Management. Preparation of Network, minimum time schedule and slack/float analysis; time-cost trade-off, Project Scheduling and Uncertainty, Resource Allocation Problem in Project.

**Unit IV: Optimization Models for Business Related Problems:** Application of optimization techniques to Inventory related problems; Simple EOQ Model, Production Run Model, Back-orders with Infinite Replenishment Model, Production Run Model with Back Orders, EOQ Model with Price-Breaks, determination of various inventory levels – Reorder Level, Safety Stock, Maximum Level etc. under certain, probabilistic and uncertainty situations. Inventory Classification – ABC, VED, FNSD and other classification. Periodic

**Source : Jamia Millia University**

[https://www.jmi.ac.in/upload/programme/cs\\_fss\\_cbs\\_bba.pdf](https://www.jmi.ac.in/upload/programme/cs_fss_cbs_bba.pdf)

**Network Analysis:** Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing.

### UNIT- III

**Decision Theory:** Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of  $m \times n$  game and solution of  $2 \times 2$ ,  $2 \times s$ , and  $r \times 2$  cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

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#### Suggested Readings:

1. N.D. Vohra: *Quantitative Management*, Tata McGraw Hill.
2. P.K. Gupta, Man Mohan, Kanti Swarup: *Operations Research*, Sultan Chand and Sons
3. V.K. Kapoor: *Operations Research*, Sultan Chand & Sons.
4. I.K. Sharma: *Operations Research: Theory and Applications*, Macmillan India Limited



**SUBJECT TITLE: Advertising and Sales Management**

**SUBJECT CODE:**

**SEMESTER: VI**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** The aim of the subject is to provide fundamental knowledge and exposure to the concepts, various theories and practices in the field of management. The course will help students learn rules and techniques of effective advertising and to understand the sales management process and sales force management

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Advertising: Definition, role and its importance. Advertising as a means of Communication, Setting advertising objectives , kinds of advertising, advertising appeals, advertising copy Creative copy strategies, message structures, Advertising art & layout.	<b>10</b>
<b>Unit II</b>	Media planning & scheduling, Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools. Advertising Budget, Advertising agencies: Role, Types and Functions. Measuring advertising effectiveness: pre and post testing, Social, Ethical and Legal Aspect of Advertising.	<b>15</b>
<b>Unit III</b>	Sales Management: Definition, Nature, Scope and Importance of Sales Management, difference Between selling and marketing and sales management and marketing, Evolution of Sales. Management, Emerging Trends in Sales Management. Role and Skills of Sales Managers, Function and qualities of a Sales Executive, Sales Objectives, Sales Strategies. Personal Selling Process. Concept, Importance and Bases of segmentation	<b>15</b>
<b>Unit Iv</b>	Sales Force: Recruitment and Selection Process, Training, Motivation and Compensation of Sales Personnel, Sales Territories and Quotas, Sales Budgets, Sales Audits, Role of information Technology in Sales Management. Dimensions of sales management.	<b>10</b>

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of 12 MCQ's of which 3 Questions shall have internal choice & Part C shall consist of 3 long questions of 8 marks each out of which one question shall have internal choice.

## Recommended Study Materials

### Recommended Text Books:

S.no	Name of Author	Title
1	Aaker, David A and Myera John	Advertising Management (Prentice Hall of India)
2	Border, W.H	Advertising, John Wiley N.Y.
3	Ogilvy D. Ogilvy	Advertising, Longman publication
4	Chunnawala	Advertising Management, Himalaya Publishing

### Recommended Reference Books:

S.no	Name of Author	Title
1	Geroge Belch	Advertising & Promotion – an Integrated Marketing Communications Perspective, Tata Mcgraw Hill
2	Kruti Shah & Alan DSouza	Advertising and Promotions: An IMC Perspective, Tata Mcgraw Hill

### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Sangeeta Sahney	Sales And Distribution Management <a href="https://onlinecourses.nptel.ac.in/noc23_mg44/preview">https://onlinecourses.nptel.ac.in/noc23_mg44/preview</a>

### Recommended Journals:

Name of Journal	Name and link
Journal of Personal Selling & Sales Management	<a href="https://journals.scholarsportal.info/browse/08853134">https://journals.scholarsportal.info/browse/08853134</a>
Journal of Sales Management	<a href="https://www.tandfonline.com/loi/rpss20">https://www.tandfonline.com/loi/rpss20</a>
International Journal of Sales & Marketing Management	<a href="https://www.iaset.us/journals/international-journals/international-journal-of-sales-and-marketing-management">https://www.iaset.us/journals/international-journals/international-journal-of-sales-and-marketing-management</a>
Open Access Sales management Journal	<a href="https://oa.mg/journals/open-access-sales-management-journals">https://oa.mg/journals/open-access-sales-management-journals</a>

Panjab University, (Font in Green )

(Link: <http://sls.pdpu.ac.in/course/bcom-sem-8-adv-salse.pdf>)



## Advertising and Sales Management – Syllabus

Unit		Details of Topics
Unit 1	<b>An Introduction to Integrated Marketing Communication (IMC)</b>	Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations providing marketing services and perspectives on consumer behaviour.
Unit 2	<b>Understanding communication process</b>	Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.
Unit 3	<b>Planning for Marketing Communication (Marcom)</b>	Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.
Unit 4	<b>Developing the Integrated Marketing Communication Programme and Measuring Effectiveness</b>	Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.

Delhi University, (Font in Blue)

(Link: [https://www.knc.edu.in/document/courses/syllabus-2019-20/BA\\_Prog\\_ASP&SM\\_Locf.pdf](https://www.knc.edu.in/document/courses/syllabus-2019-20/BA_Prog_ASP&SM_Locf.pdf) )

## **ADVERTISING, SALES PROMOTION & SALES MANAGEMENT**

### **Paper 1: SEMESTER –I Marketing Management**

**Duration:** 3 hrs.

**Marks:** 100

**Credits:** 6

### **Course Objective**

The objective of this course is to provide basic knowledge of different concepts, principles, and techniques of marketing.

### **Course Learning Outcomes**

After completing the course, the student shall be able to:

- CO1: understand the basic concepts and principles of marketing and to develop their conceptual skills to be able to manage marketing operations of a business firm.
- CO2: discuss and make the students understand the complexities involved in various targeting and positioning decisions.
- CO3: take effective decisions for launching new products.
- CO4: understand the implications of different pricing strategies.
- CO5: develop the skills among students to enable them to design the promotion-mix strategies and to make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.

### **Course Contents**

#### **Unit I: Introduction**

Nature, scope and importance of marketing, Marketing Philosophies: production, product, selling, marketing, societal and holistic, Marketing mix, Marketing environment - micro & macro environmental components.

#### **Unit II: Market Segmentation**

Concept, Importance and Bases of segmentation; Market Targeting: concept and bases; Positioning: concept and bases.

Christ University, (Font in Pink )

(Link:

[https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20MANAGEMENT/Master%20of%20Business%20Administration%20\(MBA\)/syllabus/30/2022\)](https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20MANAGEMENT/Master%20of%20Business%20Administration%20(MBA)/syllabus/30/2022)

## SALES AND DISTRIBUTION MANAGEMENT

<b>Unit-1</b>	<b>Teaching Hours:6</b>
<b>Sales Management</b>	
Nature and importance of sales management, Dimensions of sales management.	
Estimating market potential and forecasting sales: Importance and definitions of Sales forecasting methods-quantitative and qualitative techniques.	
Organizing the sales force -- Nature and characteristics, Basic types of organization, Specialization within sales department.	
Selling process: Preparation & Prospecting – Challenges of prospecting, qualifying leads, effective prospecting. Sales Approach, Diagnosis and Solution generation.	
Handling Objections: common customer objections, Reasons why prospects raise objections, Objection handling techniques and method.	
Closing call: Types of sales closures.	

**SUBJECT TITLE: RESEARCH PROJECT**

**SUBJECT CODE:**

**SEMESTER: VI**

**CONTACT HOURS/WEEK:**

<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Practical (P)</b>	<b>Credit (C)</b>
<b>2</b>	<b>-</b>		<b>2</b>

**Total: 100 Marks**  
**Duration of Exam: 3 Hrs**

The students are required to carry out a project on any management subject and submit a report to be evaluated by the teachers of the institute and a presentation made to the entire group. The project viva of BB3607 will be conducted by external examiner.

**SUBJECT TITLE: Business Leadership Skills**

**SUBJECT CODE:**

**SEMESTER: VI**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
2	-	-	2

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:**The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	The nature and importance of leadership: The meaning of leadership. Leadership vs. management, the Impact of leadership on organizational performance. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership.  Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational performance	10
<b>UNIT-II</b>	Leadership styles: the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles  Styles and attributes of Leadership; Transactional and transformational leadership; Ethical leadership, culture and leadership. Emerging Trends in Leadership: Women in leadership. leadership and social media.	20
<b>UNIT-III</b>	Developing teamwork: team leadership vs. solo leadership – advantages and disadvantages of group work and team work.  Groups and group decisions: The nature and types of groups. Threat to group effectiveness; Managing group and inter-group dynamics; Managing culturally diverse groups. Concept of Groupdecision making and Challenges in team decision making.	20
<b>UNIT-IV</b>	Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes. Group vs. team; Evolution of group into teams; Stages of team development (team development case studies); Characteristics of effective team; Collaborative communication in teams; Problem solving and conflict resolution in teams.	10

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of compulsory 8 questions of 2 marks each. Part B shall consist of 7 questions having choice of attempting any 6 of 4 marks each & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.



- **Recommended Books:**

S.no	Name of Author	Title
1	Katzenbach, J. R., Douglas S. K	Discipline of Teams. Harvard Business Review.71(2).111-120.
2	Davar, RustomS	Creative Leadership, UBS Publishers“ Distributors Ltd
3	Adair John	Effective Leadership, Rupa& co.
4	Lakes, F	Leadership: Theory and Practice by Peter G. Northouse.Sage Publication (6th edition). New Jersey: Career Press. ISBN: 9781452203409.
5	Edgar H. Schein and Peter Schein	Organizational Culture and Leadership, (2016) 5th Edition, Wiley Publishers, United States

- **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
1	KalyanChakravarti and Prof. Tuheena Mukherjee, IIT Kharagpur	Leadership <a href="https://onlinecourses.nptel.ac.in/noc19_mg34/preview">https://onlinecourses.nptel.ac.in/noc19_mg34/preview</a>

- **Recommended Journals:**

**Name of Journal**

Leadership skills in order to increase employee efficiency

Journal of Leadership Studies

Journal of Leadership and Organizational Studies

Leadership

Strategy and Leadership

Leadership and Organization Development Journal

Team Performance Management

Group and Organization Management

Group Processes and Intergroup Relations

**Link**

<https://eujournal.org/index.php/esj/article/view/2461>

<https://www.scopus.com/sourceid/19900192131>

<https://www.scopus.com/sourceid/11700154366>

<https://www.scopus.com/sourceid/5800175970>

<https://www.scopus.com/sourceid/144660>

<https://www.scopus.com/sourceid/130081>

<https://www.scopus.com/sourceid/145328>

<https://www.scopus.com/sourceid/29412>

<https://www.scopus.com/sourceid/14946>



Group Decision and Negotiation  
Group Dynamics

<https://www.scopus.com/sourceid/19318>  
<https://www.scopus.com/sourceid/1424>

Explanation of Sources of Syllabus:WHOLE SYLLABUS HAS BEEN CHANGED

- 1). Green : Osmania University
- 2). Blue :Delhi University, BCOM Hons
- 3). Yello: Added Books

**1. Green : Osmania University**

**COURSE NO. DSC – 601 (c)**

**LEADERSHIP AND CHANGE MANAGEMENT (HR)**

**OBJECTIVE:**

This course offers an understanding into Leadership Activities and its influence on the Management of change in the organizations.

**UNIT – I : INTRODUCTION :**

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational performance.

**UNIT – II : LEADERSHIP STYLES AND THEORIES :**

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Triat and Path – Goal theories of leadership.

**UNIT – III : ORGANISATIONAL CHANGE :**

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model. Individual and organisational barriers to change management and overcoming the barriers to change management.

**UNIT – IV : INFLUENCE OF CHANGE :**

Six belief changers that Influence change, organisational change through influencing individual change. Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

**UNIT – V : ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT :**

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

**SUGGESTED BOOKS :**

1. S. Chandan, "Organisational Behaviour", Vikas Publishing House Pvt. Ltd. 3<sup>rd</sup> Edition
2. Herbert G. Hicks and C.Ray Gullett, "Theory and Behavior", McGraw Hill.
3. Andrew I Dubrin, "Research Findings, Practice and Skills", Houghton Mifflin Company, 3<sup>rd</sup> Edition.
4. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, "Managing Change – A Human Resource Strategy Approach", Pearson Education, 2006.
6. Nilakant V and Ramnarayan, "Managing Organizational Change", Response Books, 2006.

## 2. Blue : Delhi University, B

B.Com.(Hons) CBCS

Department of Commerce, University of Delhi

### **B.Com. (Hons.): Semester-IV Paper BCH 4.5(c): LEADERSHIP AND TEAM DEVELOPMENT**

**Duration: 3Hrs.**

**Marks: 100**

**Credits: 4**

#### **Course Objective**

The underlying objective of this course is to create an in-depth understanding of the concept of leadership and team building as well as help undergraduate students to examine leadership in contemporary context and learn principles of building highly effective teams.

#### **Course Learning Outcomes**

After completing the course, the student shall be able to:

- CO1: gain theoretical and practical knowledge to evaluate leadership skills, styles and strategies in contemporary world so as to become a successful leader and effective employee in organisation.
- CO2: understand the group dynamics and group decision making so as to develop acumen to utilize the leadership and team building concepts, tools and techniques to handle the complex organisational problems at different levels.
- CO3: recognize the dynamics of group decision making.
- CO4: understand the working of various teams in organisations.
- CO5: evaluate the role of women as leader and using various social media platforms as effective means of communication in contemporary world as a leader.

#### **Course Contents**

##### **Unit I: Leadership**

Styles and attributes of Leadership; Transactional and transformational leadership; Ethical leadership, culture and leadership (the emerging trends in leadership are to be discussed with case studies and projects).

##### **Unit II: Groups and Group Processes**

The nature and types of groups; Group dynamics- group cohesion, group roles and group norms, threat to group effectiveness; Managing group and inter-group dynamics; Managing culturally diverse groups.

##### **Unit III: Leaders and Group Decisions**

Group decision making; Power and influence in teams; Leadership and team empowerment; Challenges in team decision making.

##### **Unit IV: Team Building and Team Effectiveness**

Group vs. team; Evolution of group into teams; Stages of team development (team development case studies); Emotionally intelligent teams; Characteristics of effective team; Collaborative communication in teams; Problem solving and conflict resolution in teams.

##### **Unit V: Emerging Trends in Leadership**

Women in leadership; Leadership skills- coaching and mentoring; leadership and social media.

##### **Practical**

Case studies can be used in teaching various units.

58

**B.COM Hons**

**Case Study:**

## LEADERSHIP

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months. Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

## DISCUSSION QUESTIONS:

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?
2. . What steps could be taken to build staff confidence?

- What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?

Link: <https://bimkadapa.in/mbamaterials/MOB-CASE%20STUDY-PDF.pdf>

**SUBJECT TITLE: Managing Digital Business**

**SUBJECT CODE:**

**SEMESTER: VI**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam:3 Hrs**

**Objective and outcome of course:** The course will develop understanding of the essential elements of contract law including formation, termination, current issues/changes. This course is intended to make students understand various Acts applicable in business.

#### Contents of Syllabus:

Units	Contents	Contact Hours
<b>Unit I</b>	<b>Introduction to Digital Business</b> Introduction, Background and current status, structure, mechanisms, and impacts. Difference between physical economy and digital economy, Opportunities and Challenges in Digital Business. <b>Difference between physical economy and digital economy.</b>	<b>10</b>
<b>Unit II</b>	<b>Introduction to E-Commerce:</b> Meaning, Features, Functions and Benefit of E-Commerce Definition Framework, History, Basics and Tools of E-Commerce, Forces Fueling E-commerce. E-Commerce in India: Status of E-Commerce in India, Problems and Opportunity in E-Commerce in India, , E-Commerce Practices Traditional Practice, , Limitations of E-Commerce, Precautions for secure E-Commerce, Proxy Services. Future of E-Commerce, Legal issues involved in E-Commerce. <b>Online consumer behaviour.</b>	<b>20</b>
<b>Unit III</b>	<b>E-Business</b> : Meaning, Importance, Models Based on the Relationships of Transacting Parties (B2B, B2C, C2C and C2B ), Present Status of E-Commerce in India, Regulatory Aspects of E-Commerce. Social impact of E- Business, opportunities and Challenges. <b>Electronic Payment System:</b> Types of Payment System — E-Cash and Currency Servers, E- Cheques, Credit Cards, Smart Cards, Electronic Purses and Debit Cards. Electronic Data Interchange. <b>Macro Environment of Digital Business</b>	<b>20</b>
<b>Unit Iv</b>	Changing Structure of Organization – The Impact of E-Commerce on Various Business Sectors such as Entertainment, Education, Health Services, Publishing	<b>10</b>

	and Financial Services. Socio- Economic Impacts of E-Commerce <b>Security Issues in e-business:</b> Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates.	
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### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	K. Singh	Introduction to Database Management System, Pearson Education
2	Ivan Bayross	Introduction to SQL
3	Abraham Silberschatz	Database system concept

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Dave Chaffey	Digital Business and E-Commerce Management
2	Colin Combe	Introduction to E-business-Management and Strategy

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Mamata Jenamani	<b>E-Business</b>  <a href="https://onlinecourses.nptel.ac.in/noc19_mg54/preview">https://onlinecourses.nptel.ac.in/noc19_mg54/preview</a>

#### Recommended Journals:

Name of Journal	Name and link
International Journal of Electronic Business	<a href="https://www.inderscience.com/jhome.php?jcode=ijeb">https://www.inderscience.com/jhome.php?jcode=ijeb</a>
Digital Business Organization	<a href="https://www.mdpi.com/journal/jtaer/sections">https://www.mdpi.com/journal/jtaer/sections</a>
E-business	<a href="https://www.longdom.org/scholarly/ebusiness-journals-articles-ppts-list-348.html">https://www.longdom.org/scholarly/ebusiness-journals-articles-ppts-list-348.html</a>



Mumbai University, (Font in Green )

(Link: <https://old.mu.ac.in/wp-content/uploads/2016/06/4.1-C-MMS-Sem-II.pdf>)

## 2.4 Introduction to Digital Business Management- 100 Marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1	<b>Introduction to Digital Business-</b> Introduction, Background and current status ,E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy.	1session of 3 Hours each
2	<b>Drivers of digital business-</b> Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things(digitally intelligent machines/services) Opportunities and Challenges in Digital Business.	2 Sessions of 3 Hours each
3 .	<b>Overview of E-Commerce</b> <b>E-Commerce-</b> Meaning, Retailing in e-commerce-products and services, consumer behavior, market research and advertisement B2B-E-commerce-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, Intra business EC and Corporate portals Other E-C models and applications, innovative EC System-From E-government and learning to C2C, mobile commerce and pervasive computing	3 sessions of 3 Hours each

**Delhi University, (Font in Green)**

**(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf> )**



**Course Objectives:**

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*Faculty of Management Studies, University of Delhi*

This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

**Course Learning Outcomes:**

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behavior on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

**Contents:**

**Unit I:** Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology

**Unit II:** Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;

**Unit III:** Online consumer behavior; decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience

**Unit IV:** Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

**Molde University, (Font in Pink )** (Link:

<https://www.himolde.no/english/studies/courses/log/2021/spring/log206.html>)

## **LOG206 Digital Business Management**

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- Introduction to Digital business and E-business
  - E-commerce business models
  - **Macro Environment of Digital Business**
  - Digital Business technology platforms
  - Digital Business strategy
  - Digital supply chain management
  - E-commere and freight distribution
  - Innovative urban freight transport
  - Digital Marketing
  - Introduction to Big data Analytics
  - Managing digital business transformation
  - Analysis and design of business processes

**Instruction for Question Paper setter:** The Question Paper should be divided into three parts. Part A shall consist of compulsory 8 questions of 2 marks each. Part B shall consist of 7 questions having choice of attempting any 6 of 4 marks each & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

**SUBJECT TITLE: Retail & logistic management**

**SUBJECT CODE:**

**SEMESTER: VI**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam:3Hrs**

**Objective and outcome of course:**

To develop ability to apply principles and practices of logistics management in real business applications of retail industry.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
UNIT-I	Concept of Retailing: Definition & Characteristics, Functions of RetailingIntroduction to Retailing, Importance of retailing in economy, Scope of Retailing, Evolution of Retail Environment. Retail Formats and types, Retailing Structure in India, Emerging Trends in Retailing, E-Retailing. Challenges faced by retail sector, The Wheel of Retailing-The Accordion Theory, Career options in retailing, Retail Structure in India. Retail sales	15
UNIT-II	Retail Strategic Planning and Operation Management, Retail Financial Strategy, Target Market Selection and Retail Location, Store Design and Layout, Visual Merchandising and Displays. Merchandise Planning, Buying and Handling, Merchandise Pricing, Retail Communication Mix, Promotional Strategy.Retail Locations: Site Location – factors affecting the demand for a region & attractiveness of a site. Concept of merchandising pricing. External factors affecting retail price strategy. Different pricing strategies. Retail Communication Mix: Communication programs to develop brands & build customer loyalty- methods of communicating with customers.	15
UNIT-III	Logistics: Definition, History and Evolution, Objectives, Elements, importance, Logistics interface with marketing, Retail logistics. Logistic Functions. Logistics Management: Definition, meaning and evolution of the concept, model, process, activities.	15
UNIT-IV	Achievement of competitive advantage through logistics framework, Role of logistics management. Logistics Strategies: Strategic role of logistics,different logistic strategies. Definition, Role of logistics managers in strategic decisions; Strategy options: Lean, Agile & other strategies; Designing & implementing logistical strategy.Concept of Third party and fourth party logistics, Reverse Logistics.	10

- **Recommended Books:**

S.no	Name of Author	Title
1	Bajaj C, Tuli R. Shrivastava N.V.	(2010) Retail Management, Oxford University Press.
2	K.V.S. Madaan	(2009) Fundamental of Retailing, Tata MC Graw Hill.
3	Michael Levy, Barton Weitz, AjayPandit	(2017) Retailing Management, Tata McGrawHill
4	Piyush Kumar Sinha and Dwarika Prasad Uniyal	(2018) Managing Retailing 3rd edition, Oxford University Press (OUP).

- **Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Title
1	Prof. G. Srinivasan	Operations and Supply Chain management <a href="https://nptel.ac.in/courses/110106045">https://nptel.ac.in/courses/110106045</a>
2	Prof.SwagatoChatterjee   IIT Kharagpur	Retail Management <a href="https://onlinecourses.nptel.ac.in/noc23_mg42/preview">https://onlinecourses.nptel.ac.in/noc23_mg42/preview</a>

- **Recommended Journals:**

Name of Journal	Link
International Journal of Physical Distribution and Logistics Management	<a href="https://www.scopus.com/sourceid/144922">https://www.scopus.com/sourceid/144922</a>
International Journal of Logistics Management	<a href="https://www.scopus.com/sourceid/19700201449">https://www.scopus.com/sourceid/19700201449</a>
Journal of Business Logistics	<a href="https://www.scopus.com/sourceid/19700201522">https://www.scopus.com/sourceid/19700201522</a>
Asia Pacific Journal of Marketing and	<a href="https://www.scopus.com/sourceid/211003959">https://www.scopus.com/sourceid/211003959</a>

Logistics	<a href="#">11</a>
Supply Chain Manufacturing and Logistics	<a href="https://www.scopus.com/sourceid/5100152401">https://www.scopus.com/sourceid/5100152401</a>
International Journal of Retail and Distribution Management	<a href="https://www.scopus.com/sourceid/144921">https://www.scopus.com/sourceid/144921</a>
Journal of Business and Retail Management Research	<a href="https://www.scopus.com/sourceid/21100329555">https://www.scopus.com/sourceid/21100329555</a>

1. **Green : VIT – VIT BBA HONS retail Management**

**Explanation of Sources of Syllabus:**

- 1). Green :VIT BBA HONS retail Management
- 2). Blue :Punjab University – Sales and Logistics Management  
Blue Bold : Punjab University – Retail Mangement
- 3). Pink :JamiaMilliaIslamia University- Retail management
- 4). Red- Deleted Content
- 5). Black –Non deleted content
- 6). Yellow – Self Added

Course code	Retail Management	L	T	P	J	C
BMT2009		2	0	0	4	3
Pre-requisite	Nil	Syllabus version 2.0				
<b>Objectives:</b> Course is designed to provide students with a comprehensive understanding of retailing, an in-depth analysis of retail environments and an exposure to issues, challenges and developments in the retailing industry						
<b>Outcome:</b>						
At the end of this course students will be able to:						
1: analyses the retail environment and conduct market research to facilitate the decision making						
2: comprehend the retail strategy						
3: apply the tools for store image and merchandise management						
4: comprehend the retail space management						
5: understand the retail pricing and communication programs						
6: understand the retailing concepts and trends in retailing in Indian economy						
7: realize the relevance technology in modern retailing						
<b>Module:1</b>	<b>Introduction to Retailing</b>	<b>4 hours</b>				
Retailing – Concepts and Functions-Retail formats and types - Retailing Channels-Importance of retailing- Changing trends in retailing - Retail Development - Role of Retail in Indian Economy - Retailing in Rural India - Retailing in India Versus Rest of the world.						
<b>FDI in the Indian Retail sector:</b> Organised Retailing and Expansion of Retailers - FDI in Retailing and its Impact - FDI in Indian Retailing and its future.						
<b>Module:2</b>	<b>Understanding the Retail Consumer</b>	<b>4 hours</b>				
Retail consumer behaviour- Customer decision making process - Types of decision making - Market research for understanding retail consumer <b>Retail Locations: Site Location – factors affecting the demand for a region &amp; attractiveness of a site.</b>						
<b>Module:3</b>	<b>Retail Market Segmentation, Strategies and understanding retail customer</b>	<b>3 hours</b>				
Market Segmentation and its benefits - Kinds of markets- Definition of Retail strategy, Strategy for effective market segmentation - Strategies for penetration of new markets - Growth strategies						
<b>Module:4</b>		<b>4 hours</b>				
Consumption patterns - Changes in Customers- Demographics–Lifestyle- Consumer Buying Process- Shopping Behaviour- <b>Retail</b> Outlet Choice -Retail Segmentation.						
<b>Module:5</b>	<b>Merchandise Management and Store design</b>	<b>3 hours</b>				
Interiors and Exteriors - Store layout – Store image mix – Store Façade – The Internet Store. Store Administration: Merchandise planning’s – buying - Open to Buy (OTB) - open to buy planning - analysing the merchandise performance and its functions and elements.						



<b>Module:6</b>	<b>Retail Space Management and Visual Merchandising</b>	<b>3 hours</b>	
Definition of Space Management - Store layout and Design - Floor space management– Managing store inventories and display - Visual Merchandising and retail displays - Promotions Strategy - Retail Communication Mix - POP Displays			
<b>Module:7</b>	<b>Retail pricing</b>	<b>5 hours</b>	
Pricing strategies:-every day pricing, competitive based pricing, price skimming, and market oriented pricing. Retail price strategies: - mark-up pricing- vendor pricing- competitive pricing- psychological - pricing.			
<b>Retail Communication Mix: Communication programs to develop brands &amp; build customer loyalty- methods of communicating with customers</b> - planning retail communication process.			
Retail Branding.			
<b>Module:8</b>	<b>Contemporary issues: Retailing in the digital era</b>	<b>4 hours</b>	
Changing nature of retailing - E-tailing and its emerging growth - Challenges faced by the retail sector. Usage of information technology - Information Technology in Retail - Flow of Information - Data Warehousing - Electronic Data Interchange (EDI)- RFID - Use of IT in Finding Store Location - Enterprise Resource Planning - Mobile Retail & Digital Wallets.			
	<b>Total Lecture hours:</b>	<b>30 Hours</b>	
# A minimum of 4 retail based topics of the current retail scenario projects will be carried out by the students.		60 hrs (non Contact hrs)	
<b>Text Book(s)</b>			
1.	Piyush Kumar Sinha and Dwarika Prasad Uniyal (2012), Managing Retailing,(Oxford University Press)		
<b>Reference Books</b>			
1.	Chetan Bajaj, RajnishTuli, Nidhi V Srivastava (2010), Retail Management, Oxford University Press, 2 <sup>nd</sup> Edition		
2	Barry Berman, Joel Evans (2013), Retail Management, Pearson Education, 12 <sup>th</sup> Edition		
3	Gibson Vedamani, Retail Management (2003) – Functional Principles And Practices, Jaico, 4 <sup>th</sup> Edition		
4	Levy &Weitz, Retail Management,(2013), 8 <sup>th</sup> Edition, McGraw Hill		
<b>Mode of Assessment:</b>			
Continuous Assessment (Class Test, Quiz, Digital Assignment, Seminar, Case Study Presentation) & Final Assessment Test (FAT)			
Recommended by Board of Studies		05-08-2017	
Approved by Academic Council		No. 47	Date 05-10-2017

### **BBA 306: SALES AND LOGISTICS MANAGEMENT**

**Objectives:** The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

#### **UNIT-I**

Introduction to Sales Management & Importance of Sales Force, Functions of sales manager, Nature and importance of Personal Selling and Salesmanship, objectives and theories of personal selling. Sales forecasting Methods, Sales Budget - Importance, Process of Sales Budget, Uses of sales budget, Sales territory considerations in allocation of sales territory, Sales Quota, Objectives, Principles of Ceiling Sales Quota, Administration of Sales Quota, Uses of Sales Quota.

#### **UNIT-II**

Introduction to Logistic Management- concept, Transportations, Inventory, Warehousing, Managing logistics. **Concepts and importance of a Supply Chain (SC)**, Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit, Strategic Alliances, **Third party and fourth party logistics, Reverse Logistics**, Retailer- Supplier partnerships (RSP), Contract Sharing, Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management

**NOTE:** The question paper will include short case studies in Section – A.

#### **Suggested Readings:**

1. Sales Management. Text and cases, Krishna K. Havaladar, V M Cavale, McGraw Hill.
2. Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev. Oxford University Press.
3. Sales and Distribution Management. Text and cases. With SAP Applications. An Indian Perspective. Dr. S L Gupta. Excel Books.

4. Sales Management. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Babin, Cengage Learning.
5. Salesmanship and Publicity. Rustom S Davar, Sohrab R Davar, Nusli R Davar. Vikas Publishing House Pvt Ltd.



## **BBA 326: RETAIL MANAGEMENT**

**Objectives:** The objective of the course is to develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

### **Unit I**

**Introduction to Retailing:** Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.

**Choosing a Store Location:** Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management

### **Unit II**

**Retail Marketing:** Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management

**Merchandise Pricing:** Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

### **Suggested Readings:**

1. Berman & Evarv: Retail Management, Prentice Hall.
2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
3. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
4. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
5. Harjit Singh: Retail Management, S. Chand Publication.

### 3). Pink :JamiaMilliaIslamia University- Retail management

#### **BBA - 506: RETAIL MANAGEMENT** (Choice Based Course)

Lectures 4 + Tutorial 1	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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##### **Course Objective:**

The objective of the course is to provide students with insights on retail operations. This will enable the students become good retail planners and decision makers.

##### **Course Contents:**

##### **UNIT- I**

Concept of Retailing, Functions of Retailing Definition & Characteristics, Retail Formats and types, Retailing industry in India, Changing Trends in Retailing, E-Retailing Challenges faced by retail sector.

##### **UNIT- II**

Retail consumer behavior, Factors influencing the retail consumer, Importance of retail locations, types and factor affecting the location decision, Meaning of Merchandising, Factors influencing merchandising, merchandise planning, merchandise buying, Analysing Merchandise Performance, Functions of Merchandising Manager.

##### **UNIT- III**

Inventory Management, Store Management, Retail Pricing, Factors Influencing retail prices, Pricing Strategies, Store Layout and Design, Visual Merchandising, Promotion Strategies, Retail Marketing Mix, CRM, POP Displays, Management of retail outlet/store, Store Maintenance and Store security.

##### **Suggested Readings:**

1. Cullen & Newman: Retailing – *Environment and Operations*, Cengage Learning EMEA
2. Berman & Evarv: *Retail Management*, Perntice Hall.
3. Bajaj, Tuli & Srivastava: *Retail Management*, Oxford University Publications
4. Gibson G Vedamani: *Retail Management: Functional Principles and Practices*, Jaico Publishing House.
5. Harjit Singh: *Retail Management*, S. Chand Publications, New Delhi

## **Case Study: Retail Logistics**

### **Multi-Stop Trucking Solution Minimizes Damages, Maximizes Efficiency for Big Box Retailer Rollout.**

#### **The Challenge:**

One of the largest big box retailers in the United States was in the process of modernizing their checkout lanes by installing self-checkout systems in new and existing stores across the eastern United States. The retailer placed an order for more than 200 units which were staged in a central distribution location in preparation for the roll-out to stores.

Traditionally, a Less-Than-Truckload (LTL) solution would be used for a Point-of-Sale (POS) rollout of this magnitude. But the bulky self-checkout systems weighed in at more than 750 pounds each and the manufacturer knew from experience that the typical LTL approach carried a greater risk of damage to the units. They also knew that AIT's Retail Logistics team provided a solution that was proven to be superior.

The manufacturer passed along a recommendation to the retailer suggesting that they use AIT for the rollout. When representatives from the retailer met with retail logistics experts from AIT to discuss the project, AIT's prowess with handling self-checkout systems was immediately apparent. Moreover, by asking insightful questions, the AIT team members demonstrated their commitment to a well-defined distribution and installation process that would meet the retailer's end-to-end needs.

#### **The Solution:**

Taking the manufacturer's advice to heart, the retailer gave AIT the opportunity to manage the rollout and earn their trust. Each week, a list of stores (sometimes 12 or more) and delivery dates was submitted to the project control tower at the AIT-Memphis office. Utilizing a multi-stop full truckload model, subject matter experts created routing for each week's deliveries while considering multiple variables including store location and hours, installer availability, weather forecasts and more.

The final routings involved loading units for as many as six stores per truckload oftentimes with destinations in multiple states. Self-checkout systems for locations that were last on the schedule were nose-loaded into the 53-foot trailers while the units earmarked for delivery at the first stop were tail-loaded. The multi-stop trucking solution greatly minimized the number of times the units were loaded and unloaded which in turn minimized the risk of damage to the units.

Given that the self-checkout systems exceeded six feet in length and five feet in height, all parties agreed that crating the individual units would be prohibitively expensive. Despite their bulk, the systems were still delicate and required white glove handling. AIT provided pads, load straps and foam spacers,

but the team also developed standard operating procedures with strict carrier equipment requirements including highly specific guidelines for the environment inside the trailers.

Given the nature of the retail business, all deliveries were scheduled late at night (9pm local time or later) to avoid disrupting normal business hours with many of the installations slated for weekends. The AIT-Memphis control tower took special care to prepare representatives from the individual store locations with proactive communication about what to expect when the trucks arrived with the self-checkout systems. Likewise, coordination took place with local installation professionals so their late-night arrival coincided simultaneously with AIT's two-person delivery teams. Timing was a critical factor: an early arrival while the store was still open would be just as detrimental as a late delivery.

At the retailer's corporate office, representatives monitored the rollout over the course of several months using a customized online portal that presented complete shipment visibility. On-demand tracking provided 24/7 real-time updates while pre-programmed geo-fence notifications alerted the retailer when units were arriving at a location for installation.

**The Result:**

AIT's comprehensive managed solution for the rollout resulted in 200+ self-checkout systems being successfully delivered and installed at store locations in 16 states over the course of several months. By applying a multi-stop trucking model with meticulous routing, AIT's retail logistics

experts provided efficient, cost-effective delivery while minimizing the risk of damage to the units.

Encouraged by AIT's performance with the rollout, the big box retailer dramatically expanded the partnership between the two companies. AIT's Residential Delivery team is now delivering furniture sold by the retailer directly to consumers' homes. Meanwhile, the Retail Logistics team is handling a new shopping cart rollout as well as palletized business-tobusiness shipments to local shops buying bulk goods from the retailer for resale.

Link: [https://www.aitworldwide.com/images/files/file/Case-Studies/CaseStudy\\_RetailLogistics\\_RolloutTrucking.pdf](https://www.aitworldwide.com/images/files/file/Case-Studies/CaseStudy_RetailLogistics_RolloutTrucking.pdf)

## **BBA (Hons): Banking, Finance & Insurance**

**Seventh Semester  
Proposed SOS 2023**

**SUBJECT TITLE: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**

**SUBJECT CODE:**

**SEMESTER: VII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** The objective of the course is to establish a conceptual frame work for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
<b>UNIT-I</b>	Investment- Meaning, Return and Risk, Asset Allocation decision, selecting investment in global market, Organization and Functioning of security market.	5
<b>UNIT-II</b>	Valuation model of equity shares, preference shares and debenture. Investment Analysis, Fundamental analysis : Economy Analysis, Industry Analysis & Company Analysis, Technical Analysis	10
<b>UNIT-III</b>	Efficient Market Hypothesis. Efficient Market Theory: EMH and Forms of Market Efficiency. Portfolio Management- Concept, Objective &	15

	significance Portfolio Theories Markowitz model, Sharpe model, CAPM: The Capital Market line, The security market line. Arbitrage Pricing theory.	
<b>UNIT-IV</b>	Financial Derivatives: Forwards, Futures, Options. Need and Techniques of portfolio revision. Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.	15

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
<b>1</b>	Fischer E. Donald & Ronald J. Jordan	Security Analysis & Portfolio Management" Prentice Hall.
<b>2</b>	Bhalla V.K.	Investment Management" Sultan Chand
<b>3</b>	Bhatt Sudhindra	Security Analysis Portfolio Management" Excel Books
REFERENCE BOOKS		
<b>1.</b>	Elton etal	Modern Portfolio theory and Investment Analysis ( 2007) : 7th Edition :Wiley India
<b>2.</b>	Prasanna Chandra	Investment Analysis and Portfolio Management", TMH, 3rd Ed.
<b>3.</b>	Kevin. S,	Security Analysis and Portfolio Management, PHI.

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
<b>1</b>	By Prof. Abhijeet Chandra / Investment Management	Investment Management <a href="https://onlinecourses.nptel.ac.in/noc23_mg62/preview">https://onlinecourses.nptel.ac.in/noc23_mg62/preview</a>
<b>2</b>	Banking and Financial Markets: A Risk Management Perspective/ P C Narayan	<a href="https://onlinecourses.swayam2.ac.in/imb23_mg05/preview">https://onlinecourses.swayam2.ac.in/imb23_mg05/preview</a>

#### Recommended Journals:

Name of Journal	Name and link

<b>Journal of Portfolio Management</b>	<a href="https://www.scimagojr.com/journalsearch.php?q=16525&amp;tip=sid">https://www.scimagojr.com/journalsearch.php?q=16525&amp;tip=sid</a>
<b>Journal of Investing</b>	<a href="https://www.scimagojr.com/journalsearch.php?q=21101018306&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=21101018306&amp;tip=sid&amp;clean=0</a>
<b>Investment Analysts Journal</b>	<a href="https://www.tandfonline.com/toc/riaj20/current">https://www.tandfonline.com/toc/riaj20/current</a>
<b>Financial Markets and Portfolio Management</b>	<a href="https://www.springer.com/journal/11408">https://www.springer.com/journal/11408</a>

**Punjab University**

<https://puhcd.ac.in/includes/syllabus/2019/20190716163924-mbasectoral.pdf?202211021112>

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**Paper Code: MBABI-F-3009**

**INVESTMENT ANALYSIS AND  
PORTFOLIO MANAGEMENT**

**Credit=4**

**Marks=100**

**Learning Objectives:**

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

**Section – A**

**Introduction to Investment Management:** Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment. **Risk and Return:** Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return **Efficient Market Theory:** Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.

**Section – B**

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**Section – B**

**Fundamental and Technical Analysis:** Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis, Porter Model of Assessment of Profit Potential of Industries, Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value. Meaning of Technical Analysis, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Elliott Wave theory.

**Section – C**

**Portfolio Analysis and Selection:** Traditional and Modern Portfolio Theory, Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Markowitz Theory, Efficient Frontier for two securities, Efficient Frontier for n-securities, Optimal portfolio, Sharpe single index model, Importance of Beta, Capital Asset Pricing Model, Security Market Line, Distinction between capital market line and security market line, Zero Beta CAPM, Tax adjusted CAPM, Limitations of CAPM, Arbitrage Pricing Theory.

**Section – D**

**Portfolio Revision:** Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique. **Valuation of Security:** Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, Valuation of Preference Shares.

**Osmania University**

**(Link:**

[https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSsyllabus\\_2017/Faculty%20of%20Management/MBA\\_updated\\_29012018.pdf](https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSsyllabus_2017/Faculty%20of%20Management/MBA_updated_29012018.pdf))



**Master of Business Administration (MBA) Syllabus  
Paper Code – MB 404 – 1 Discipline Specific Elective -III**

**1: INVESTMENT MANAGEMENT (FINANCE)**

**Course Objectives:**

- 1) To explain the basic concepts of risk and return
- 2) To explain the various methods of analysis
- 3) To understand the features and valuation of debt and equity instruments
- 4) To explain the concept of portfolio and the various portfolio theories
- 5) To describe portfolio evaluation methods

**Unit – I: Investments:**

Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

**Unit – II: Fixed Income Securities – Analysis, Valuation and Management:**

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

**Unit – III: Common Stocks – Analysis and Valuation:**

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E, P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

**Unit – IV: Portfolio Theory:**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E, P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

**Unit – IV: Portfolio Theory:**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

**Unit – V: Portfolio Evaluation:**

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

**Suggested Books:**

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3<sup>rd</sup> Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8<sup>th</sup> Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3<sup>rd</sup> Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9<sup>th</sup> Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9<sup>th</sup> Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.

**University: Jamia Millia Islamia**

**(Link: [https://www.jmi.ac.in/upload/programme/cs\\_fss\\_cbs\\_bba.pdf](https://www.jmi.ac.in/upload/programme/cs_fss_cbs_bba.pdf))**

## BBA - 403: FUNDAMENTALS OF INVESTMENT

Lectures 4 + Tutorial 1	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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**Course Objective:** To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

### Course Contents:

#### UNIT- I

The Investment Environment The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

#### UNIT- II

Fixed Income Securities Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

Approaches to Equity Analysis Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

#### UNIT- III

Portfolio Analysis and Financial Derivatives Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

Investor Protection Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

#### UNIT- II

Fixed Income Securities Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

Approaches to Equity Analysis Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

#### UNIT- III

Portfolio Analysis and Financial Derivatives Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

Investor Protection Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

### Suggested Readings

1. C.P. Jones, *Investments Analysis and Management*, Wiley, 8th ed.
2. Prasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education.
3. R.P. Rustogi, *Fundamentals of Investment*, Sultan Chand & Sons, New Delhi.
4. N.D. Vohra and B.R. Bagri, *Futures and Options*, McGraw Hill Education.

### Case Study:

**Introduction:**

A (Rishabh) senior research analyst at Banyan Investment Private Limited (Banyan Investment), was upset after receiving a public warning from M. Pashupatinath Reddy (Reddy), head of Equity Research. Reddy had taken serious objection to Rishabh's risk-return trade-off analysis for a client seeking long-term growth across several capital market instruments. "The analysis was not only misplaced but totally miscued with the assumptions going completely haywire", Reddy told Rishabh sharply. Rishabh had been a star performer in the team, having had six promotions over the last 3 years. So, what had gone wrong with his risk-return trade-off analysis and what could he do to salvage his reputation

The risk and return trade-off analysis was a tough job due to the volatile nature of the market. Investing in the stock market had become more painful with share prices falling as quickly as they went up. Nevertheless, many people found themselves comfortable with the volatile nature of the market because they knew that in the long run, the share market would outperform any other class of assets. This was supported by the historical returns (Ex-Post ) of various stock markets around the world.

In early 2019, Banyan Investment had researched one of its oldest clients under Rishabh's supervision. However, all the analysis and research had gone wrong when the Nifty 50 fell by almost 6% within a month to go from 11,788.85 points in June 2019 to 11,118 points in July 2019. This fall eroded the client's complete corpus. As a result, Banyan Investment lost one of its oldest clients.

At the very next quarterly review meeting, Reddy took serious objection to Rishabh's risk-return trade-off analysis. After two hours, Rishabh, James, and Rachna were sitting in Rishabh's cabin, trying to set the different parameters required for risk and return trade-off. "Ok. Let's put together what we had done in these three hours," said Rishabh. "This time we would look into at least 5 years' monthly returns of stock with reference to the market to set risk number", replied James. "Fine, but what about the minimum level of required return?" asked Rishabh. "Our old golden technique – risk-free rate plus beta times market risk premium", replied Rachna. "We will use 5-year Indian government bond yield as a risk-free rate which was around 5.578 % as on March 31, 2020", said Rishabh and then asked.

- Discuss the concept, importance, and measurement of risk and return and its trade-off.
- Understand how to assess overvalued/undervalued and aggressive/defensive securities.
- Estimate the expected returns of the portfolio as per CAPM

**Link:**

<https://www.icmrindia.org/casestudies/catalogue/Finance/banyan-investment-creating-an-optimal-portfolio-for-a-client-excerpts.htm#Banyan%20Investment%20got%20a%20new%20client>

**SUBJECT TITLE: INTERNATIONAL FINANCIAL MANAGEMENT****SUBJECT CODE:****SEMESTER: VII**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**CONTACT HOURS/WEEK:****Internal Assessment: 40****End Term Exam:****60****Duration of Exam: 3 Hrs**

**Objective and outcome of course:** The primary objective of the course is to familiarize the students with the different aspects of finance in respect of international trading and investing and to equip them with the trading framework of different types of derivative contracts.

**Contents of Syllabus:**

<b>Sr. No</b>	<b>Contents</b>	<b>Contact Hours</b>
<b>UNIT-I</b>	<b>International Finance:</b> An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows.	<b>15</b>
<b>UNIT-II</b>	<b>International Monetary System:</b> Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). <b>Foreign Exchange Market:</b> Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates.	<b>15</b>
<b>UNIT-III</b>	<b>Parity Conditions in International Finance and Currency Forecasting:</b> PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate. <b>International Sources of Finance:</b> Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfating, EXIM Bank of India	<b>10</b>
<b>UNIT-IV</b>	<b>Taxation Systems and Legal Aspects:</b> International double taxation and the ways of its regulation, Tax evasion, Definition of Money Laundering, organization of money laundering procedure: stages and methods, Monitoring, International cooperation in dealing with money laundering: the establishment of legal framework, The functions and activity of the FATF.	<b>10</b>

**Recommended Study Materials****Recommended Text Books:**

<b>S.no</b>	<b>Name of Author</b>	<b>Title</b>
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1	Levi M.	International Finance”, 2009, 5th Ed. Routledge, Taylor & Francis Group.
2	Madura J.	International Financial Management”, 2010, 4th Ed. Cengage Learning.
3	Jain, Peyrard and Yadav	International Financial Management,” Trinity Press, 2010
4	Apte P.G.	International Finance”, 2008, 2nd Ed. McGraw Hill.
5		
REFERENCE BOOKS		
1	Vij, M	International Finance”, 2008, 2nd Ed. McGraw Hill.
2.	Shapiro, A.C	Multinational Financial Management. (10thed.). John, Inc. (2013).

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author/ Course Name	Course Name and link
1	Mr. Jayant K. Oke / Finance for Non-Finance	<a href="https://onlinecourses.swayam2.ac.in/cec23_mg03/preview?user_email=snaznavi@gmail.com">https://onlinecourses.swayam2.ac.in/cec23_mg03/preview?user_email=snaznavi@gmail.com</a>

#### Recommended Journals:

	Name of Journal	Name and link
	<b>International Journal of Finance &amp; Economics</b>	<a href="https://onlinelibrary.wiley.com/journal/10991158">https://onlinelibrary.wiley.com/journal/10991158</a>
	<b>International Journal of Financial Studies</b>	<a href="https://www.mdpi.com/journal/ijfs">https://www.mdpi.com/journal/ijfs</a>
	<b>Journal of International Money and Finance</b>	<a href="https://www.sciencedirect.com/journal/journal-of-international-money-and-finance">https://www.sciencedirect.com/journal/journal-of-international-money-and-finance</a>
	<b>International Journal of Managerial Finance</b>	<a href="https://www.emerald.com/insight/publication/issn/1743-9132">https://www.emerald.com/insight/publication/issn/1743-9132</a>

## OSMANIA UNIVERSITY:

[https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSSyllabus\\_2017/Faculty%20of%20Management/MBA\\_updated\\_29012018.pdf](https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSSyllabus_2017/Faculty%20of%20Management/MBA_updated_29012018.pdf)

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### Paper Code – MB 305 – 1 Discipline Specific Elective -II

#### 1: **International Finance (FINANCE)**

**Course Objective:** To Provide a detailed analysis of International Financial System and International taxation.

**Unit - I: International Financial System:** Evolution of international financial system-gold standard, Breton Woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions-IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

**Unit - II: Foreign Exchange Market :** Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives-forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report

**Unit - III: Exchange Rate Determination & Risk Management:** Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment-political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives-forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non financial methods of hedging.

**Unit-III: Multinational Corporate Decisions in Global Markets:** Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)-motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

**Unit - V: International Tax Environment:** Types of taxation-income tax, withholding tax, value added tax, Tobin tax; tax environment- worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, re-invoicing centre, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning - TP methods, TP rules in India

#### **Suggested Readings:**

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G., "International Finance", 2011, 2nd Ed. Orient Blackswan.
4. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books.
10. Jain, Peyrard and Yadav" International Financial Management," Trinity Press, 2010.

**GUJARAT TECHNOLOGICAL UNIVERSITY**

**Link: <http://www.aitindia.in/aitnew/syllabus/mba/semester4/4549221.pdf>**



**GUJARAT TECHNOLOGICAL UNIVERSITY**Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

With effective  
from academic  
year 2018-19**1. Learning Outcomes:**

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Discuss the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate &amp; explain exchange rate determination, and explain how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Assess risk in foreign capital market and its impact on different currencies and its impact on global trade relations.</li> <li>Evaluate global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Develop an appreciation for socially responsible actions with respect to financial decisions.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Evaluate different risks associated in foreign exchange market and communicate their impact on foreign exchange transactions to the stake holders.</li> </ul>

	<ul style="list-style-type: none"> <li>International Bond Market, LIBOR, (Theory)</li> <li>International Equity Market (ADR, GDR, EURO)</li> <li>Multinational Cash Management, (Theory)</li> </ul>		
IV	<b>International Contract &amp; Procedure:</b> <ul style="list-style-type: none"> <li>Letter of credit- Meaning &amp; Mechanism</li> <li>Types of letter of Credit</li> <li>Operation of Letter of Credit</li> </ul> <b>Managing Exposure:(Theory &amp; Numerical)</b> <ul style="list-style-type: none"> <li>Management of Economic Exposure</li> <li>Management of Transaction Exposure</li> <li>Management of Translation Exposure</li> </ul>	10	18
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>Forming of Hedging with real time data from currency Exchanges</li> <li>Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher</li> </ul>	---	(30 marks CEC)

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>International Finance – Overview:</b> <ul style="list-style-type: none"> <li>Globalization and Multinational firm, (Theory)</li> <li>International Monetary System</li> <li>Balance of payment (Theory)</li> <li>Market for Foreign Exchange (Theory)</li> <li>International Parity Relationship &amp; Forecasting Foreign Exchange rate. (Theory &amp; Numerical)</li> </ul>	10	17
II	<b>Forward Exchange Arithmetic (Theory &amp; Numerical):</b> <ul style="list-style-type: none"> <li>Exchange Arithmetic</li> <li>Forward Exchange contracts, Forward Exchange rate based on Cross rates</li> <li>Interbank deals, Execution, cancellation, Extension of Forward contract</li> </ul>	10	18
III	<b>International Financial Markets &amp; Cash Management:</b> <ul style="list-style-type: none"> <li>International Banking &amp; Money market (Theory)</li> </ul>	10	17

Page no. 1 of 3

**GUJARAT TECHNOLOGICAL UNIVERSITY**Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

With effective  
from academic  
year 2018-19**Case Study:****International Trade Problems and India: A Case Study**

The liberalisation of international trade in services will put them at an even greater disadvantage in terms of their governmental sovereignty and of developing their domestic service industries. However, just as



there are vastly different levels of development among Third World countries, especially in India there are also differing views on the costs and the magnitude of these costs of freeing-up the trade in services. For instance, India had led a number of developing countries in opposing the inclusion of discussions on the trade in services in the Uruguay Round. Broadly speaking, both developed and developing countries benefit from a liberalisation of trade in services in terms of efficiency and competitiveness.

The industrial countries would accrue large trade benefits from more liberal trade in services, since services constitute a large portion of their total exports. As the industrialised nations, became richer due to their control over manufacturing commodities and trade, they began demanding and producing more sophisticated and expensive products. They found that the only feasible sources of the goods they wanted were from other countries, and were also the only countries rich enough to buy the new manufactured goods they were producing. Thus, India has had a major challenge in the changing composition of imports and exports when effects of independent India are economic police started becoming clear.

**Discussion:**

- Highlight the various International Trade Problems and India.
- What are the opportunities for Indian markets to increase its export volume

**SUBJECT TITLE: FUNDAMENTALS OF INSURANCE**

**SUBJECT CODE:**

**SEMESTER: VII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** This course aims to give students an insight into Insurance sector, its relevance and career options in the field of Insurance.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
UNIT-I	Concept of Insurance: Characteristics, Need of insurance, Functions, Fundamental principles: Indemnity, Insurable interest, utmost good faith, proximate cause, contribution, subrogation. Concept of re-insurance and co-insurance. Globalization of insurance and insurance sector reforms in India. Insurance as a social security tool: Insurance and economic development.	15
UNIT-II	Regulatory framework of insurance: Insurance Regulatory and Development Authority Act 1999, Objectives of IRDA. Composition, duties, powers and functions of IRDA. Role of IRDA in Insurance sector in India.	10
UNIT-III	Life Insurance: Nature, types of life insurance policies, role of Life insurance policies. General Insurance: Types of general insurance contracts and features of general insurance contracts, Role of General life insurance policies. Distinguishing features of life and general insurance contracts.	10
UNIT-IV	Policy Documents: Life insurance Policy application and process. Proposal form and related documents. Assignment, nomination and surrender of policy: Assignment of life insurance policy, conditional assignment, absolute assignment, process of assignment and nomination. Features of Nomination. Surrender of Policies and foreclosure of Policies.	15

**Recommended Books:**

S.no	Name of Author	Title
1	Sethi, Jyotsana and Bhatia, Nishwan	Elements of Banking and Insurance
2	Emmett J.Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance
3	Agarwal, O.P	Banking and Insurance
4	Periasamy,P; Veeraselvam,M.	Risk and Insurance Management”, Tata McGraw Hill
5	Hansell, D.S.	Elements of Insurance, Macdonald Evans

**Videos/SWYAM courses/MOOCs:**

S.no	Name of Author	Course Name and link
1	Dr. K.UMA, Madurai Kamaraj University	Fundamental of Insurance <a href="https://onlinecourses.swayam2.ac.in/cec20_mg24/preview">https://onlinecourses.swayam2.ac.in/cec20_mg24/preview</a>

- **Recommended Journals:**

Name of Journal	Link
<b>Journal of Risk and Insurance</b>	<a href="https://en.wikipedia.org/wiki/Journal_of_Risk_and_Insurance">https://en.wikipedia.org/wiki/Journal_of_Risk_and_Insurance</a>
<b>Risk Management and Insurance Review</b>	<a href="https://www.scopus.com/sourceid/5000153701">https://www.scopus.com/sourceid/5000153701</a>
<b>Journal of Risk and Insurance</b>	<a href="https://www.scopus.com/sourceid/18617">https://www.scopus.com/sourceid/18617</a>
<b>Geneva Papers on Risk and Insurance : Issues and Practice</b>	<a href="https://www.scopus.com/sourceid/17423">https://www.scopus.com/sourceid/17423</a>

B.Com.(Hons) CBCS

Department of Commerce, University of Delhi

**B.Com. (Hons.): Semester-VI**  
**Paper BCH 6.4(b): BANKING & INSURANCE**

**Duration: 3 Hrs.**

**Marks: 100**

**Credits: 6**

**Course Objective**

To impart knowledge about the basic principles of the banking and insurance.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

- CO1: understand the meaning and scope of Banking with functions of Banks and their role into banking
- CO2: familiarize with regard to operations of Banking and various services and benefits.
- CO3: develop insights on lending operations of banking and causes of NPA into banking sector.
- CO4: acquaint with the concept of Insurance through functions and fundamental principles of Insurance.
- CO5: understand the types of Insurance and Regulatory framework of Insurance.

**Unit I: Origin of Banking**

Definition and function of banks, banker and customer relationship, general and special types of customers.

Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, Credit Allocation Policies of Commercial banks, Credit Market Reforms.

**Unit II: Operations of Banking**

Cheque: definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), Epayments, Electronic Fund Transfer (EFT), E-money, Safeguard for internet banking, Critical comparison of traditional banking methods and e-banking; Balance Sheet of a Bank, special items of a Balance Sheet, off Balance Sheet Items; Anti-money Laundering Guidelines.

**Unit III: Loans and Advances**

Principles of sound lending, Types of loans and advances, Advances against various securities; Securitization of Standard Assets and its Computation; Basel Accord: merits and weaknesses of the Basel II, Basel III; NPA: Meaning, causes, computation, assessment and Impact of NPAs on Banking Sector, Insolvency and Bankruptcy Code 2016; objectives & features.

**Unit IV: Concept of Insurance**

Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation, Economic Function; Reinsurance and Co-insurance: features, objectives, methods; Bancassurance: features, merits.

**Unit V: Life and Non-Life Insurance**

Types of Insurance, Life and Non Life: Features, needs, policies of different types of Insurance, Control of Malpractices and Misselling, Negligence, Loss Assessment and Loss control, Computation of Insurance Premium, Dematerialisation of Insurance Policies; **Regulatory Framework of Insurance: IRDA Act 1999; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA; Role of IRDA.** Delegation of Powers, establishment of Insurance Advisory Committee, Power to make Regulations.

**References**

- Mishra, M.N. *Principles and Practices of Insurance*. Sultan Chand and Sons
- Suneja, H.R. *Practical and Law of Banking*. Himalaya Publishing House

**Additional Resources:**

- Gupta, P.K. *Insurance and Risk Management*. Himalaya Publishing House
- Agarwal, O.P. *Banking and Insurance*. Himalaya Publishing House
- Jr.Black, Kenneth & Jr. Skipper, Harold. *Life and Health Insurance*. Pearson Education
- Vaughan, E.J. and Vaughan, T. *Fundamentals of Risk and Insurance*. Wiley & Sons

**Note: Latest edition of text books may be used.**

**Teaching Learning Process**

As the course is designed To impart knowledge about the basic principles of the banking and insurance, the teaching learning process will be based on lectures, seminars, workshops, project work and cases studies

**Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work, End Semester Examination.

**Keywords**

Banking, Insurance, Bank Deposits, Types of Banks, NPA's, Life and Non-Life Insurance, Regulatory Framework of Insurance.

(Link:

[https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSSyllabus\\_2017/Faculty%20of%20Management/MBA\\_updated\\_29012018.pdf](https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSSyllabus_2017/Faculty%20of%20Management/MBA_updated_29012018.pdf))

**BBA (CBCS) Syllabus 2019 – 2020**

**OU**

**COURSE NO. DSC – 503 (a)**

**INSURANCE (F)**

**OBJECTIVES :**

The course helps the students to know about insurance.  
It focuses on latest trends in insurance.

**UNIT - I : INTRODUCTION TO INSURANCE :**

Definition and nature of insurance, Role, importance and functions of insurance.  
Meaning of insurance and re-insurance, principles of insurance, types of insurance, globalization of insurance and insurance sector reforms in India.

**UNIT - II : LIFE INSURANCE :**

Life insurance- procedure for issuing a policy, policy loans revival  
The concept of life insurance, life insurance products- traditional and market related, pension plans, group insurance, tax treatment of life insurance, claims settlement.

**UNIT - III : GENERAL INSURANCE :**

Concept of General Insurance procedure, group insurance, Group Insurance Types – Health, Accident, Motor, fire insurance marine insurance, claim settlements.

**UNIT – IV : POLICY DOCUMENTS AND ASSIGNMENT, NOMINATION & SURRENDER OF POLICY :**

- a) Policy Documents : Life Insurance Policy Application and Process – Proposal Form and Related Documents – Importance of a Policy Document – Format of a Policy Document – Policy Schedule and its Various Components – Conditions and Privileges in a Policy Document – Duplicate Policies.
- b) Assignment, Nomination & Surrender of Policy : Assignment of Life Insurance Policies – Conditional Assignment – Absolute Assignment – Process of Assignment – Nomination – Process of Nomination – Features of Nomination – Assignment Vs. Nomination – Surrender of Policies – Foreclosure of Insurance Policies.

**UNIT – V : POLICY CLAIMS :**

Types of Policy Claims – Survival Benefits – Death Claims – Maturity Documents required for Processing Early Claims Processing State – Early Claims and Non-early Claims – Documents required for Processing Early Claims – Death due to Un-natural Causes or Accidents – Nomination – Assignment – Waiver of Evidence of Title – Claims Concession Clause and Extended Claims Concession Clause – Presumption of Death – Insurance Riders – Accidental Death Benefit Rider – Permanent Death Benefit Rider – IRDA Regulations for Claim Payments.

**SUGGESTED BOOKS:**

1. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
2. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
3. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
4. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16<sup>th</sup> Edition



## **CASE STUDY**

### **General Insurance Corporation of India**

(Link: <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy2/BSTR111.htm>)

#### **Abstract**

The case provides detailed information on various functional areas of General Insurance Corporation of India (GIC), the state-owned general insurance company in India including human resources and finance. The case discusses the company's history since inception, product segments including fire, marine, theft and miscellaneous. The case also discusses in detail about the erstwhile subsidiaries of GIC including National Insurance Company Limited, New India Assurance Company Limited, Oriental Insurance Company Limited, and United India Insurance Company Limited. The case also includes information regarding company's social responsibility initiatives. It covers the future prospects of GIC and problems faced by the company due to the liberalization of the insurance industry in India.

The case also discusses the change in the marketing strategies of GIC before and after the liberalization of the insurance industry in India. It also talks about the conversion of GIC into a national reinsurer and the delinking of the four subsidiaries from GIC. Finally, the case includes a detailed note on the general insurance industry in India.

#### **Issues:**

Dynamics of the Indian insurance industry before and after the entry of private players

**SUBJECT TITLE: MERGERS AND ACQUISITIONS****SUBJECT CODE:****SEMESTER: VII****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40****End Term Exam: 60****Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** The objective of subject is to familiarize students with mergers process and significance of corporate restructuring.

**Contents of Syllabus:**

Units	Contents	Contact Hours
UNIT-I	<b>Mergers:</b> Meaning of Merger, Reasons for M&A, Classification of Mergers, Types of Merger: Horizontal Mergers, Vertical Mergers, Conglomerate Mergers, Accretive Merger and Dilutive Merger, Reverse Merger: Process and Myths about Reverse Merger. <b>Acquisition:</b> Meaning of Acquisition, Types of Acquisition: Asset Purchase, Stock Purchase, Difference between Mergers and Acquisition, Motives behind M & A, Value Drivers in M & A, Reasons for failure of M&A, Process of M & A: Planning phase and implementation Phase	15
UNIT-II	Legal issues in M & A: Provision for M & A under Companies Act, 2013, SEBI Buyback of Securities Regulations, SEBI (Substantial Acquisition of shares and Takeover Regulations), SEBI (Delisting of Securities) Guidelines, Provisions of Income Tax Act, Competition Act for M & A. Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – strategic alliance	15
UNIT-III	Deal Structuring and Financing Strategies: Structuring the Deal: Payment Considerations Structuring the Deal: Accounting Considerations, Financing the Deal. Methods of financing mergers – cash offer, share exchange ratio. Synergies from M&A: Operating and Financial synergy. Five-stage model of merger & Acquisition. Different Approaches of Valuation in an M&A. Amalgamation: Definition, Types, Pros and Cons of Amalgamation	10
UNIT-IV	Takeovers: Types, takeover strategies, Takeover Defense tactics, Benefits and disadvantages of Takeover. <b>Due Diligence:</b> Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure.	10

**Recommended Study Materials****Recommended Text Books:**

S.no	Name of Author	Title
1	Rosenbaum, J., Pearl, J.,	Investment Banking: Valuation, Leveraged Buyouts, and



		Mergers & Acquisitions, latest edition, John Wiley & Sons.
2	Aurora, Shetty and Kale	Mergers and Acquisition, Oxford University Press
3	Weston, Chung and Hoag	Mergers, Restructuring and Corporate Control, PHI Learning
4	DePamphilis	Mergers, acquisitions and other restructuring activities, Elsevier Limited

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Gaughan, P	Mergers, Acquisitions, and Corporate Restructurings, latest edition, John Wiley & Sons.
2	Bruner, R., Perella, J.,	Applied Mergers and Acquisitions, latest edition, John Wiley & Sons

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	By Prof. Chandra Sekhar Mishra	Mergers, Acquisitions and Corporate Restructuring <a href="https://onlinecourses.nptel.ac.in/noc23_mg58/preview">https://onlinecourses.nptel.ac.in/noc23_mg58/preview</a>
2	Ali Ilci	Become an M&A Analyst: The Complete Skillset Free Series <a href="https://www.udemy.com/course/become-an-ma-analyst-the-complete-skillset-free-series/">https://www.udemy.com/course/become-an-ma-analyst-the-complete-skillset-free-series/</a>

#### Recommended Journals:

Name of Journal	Link
Journal of Portfolio Management	<a href="https://www.scimagojr.com/journalsearch.php?q=16525&amp;tip=sid">https://www.scimagojr.com/journalsearch.php?q=16525&amp;tip=sid</a>
Journal of Investing	<a href="https://www.scimagojr.com/journalsearch.php?q=21101018306&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=21101018306&amp;tip=sid&amp;clean=0</a>
Investment Analysts Journal	<a href="https://www.tandfonline.com/toc/riaj20/current">https://www.tandfonline.com/toc/riaj20/current</a>
Financial Markets and Portfolio Management	<a href="https://www.springer.com/journal/11408">https://www.springer.com/journal/11408</a>
International Journal of Finance & Economics	<a href="https://onlinelibrary.wiley.com/journal/10991158">https://onlinelibrary.wiley.com/journal/10991158</a>

Gujarat technical University (Font in Green)

(Link:

<https://>

[www.gt](http://www.gt)

[u.ac.in/](http://u.ac.in/)

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**Specialization: Financial Management**

**Subject Name: Mergers & Acquisition (M & A)**

**Subject Code: 3549221**

**1. Learning Outcomes:**

- Developed understanding of the economic activity of M & A taking place in the Indian economy.
- Ability to examine the merger and acquisition process in the capital market.
- Ability to illustrate the leading methods used in the valuation of a firm for merger analysis.
- Familiarity with the techniques of corporate restructuring.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

**3. Course Contents:**

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Corporate Restructuring:</b> <ul style="list-style-type: none"> <li>• Concept, Reasons for Restructuring</li> <li>• Barriers to Restructuring</li> <li>• Types of Corporate Restructuring</li> </ul> <b>Mergers and Acquisitions:</b> <ul style="list-style-type: none"> <li>• Concept, Classification of Mergers</li> <li>• Motives behind M &amp; A</li> <li>• Process of M &amp; A</li> <li>• Reasons for failure</li> <li>• Reverse Merger</li> <li>• Recent Examples of M &amp; A in India</li> <li>• Concept of Acquisition and types of Acquisitions</li> </ul> <b>Due Diligence:</b> Concept, Types of Due Diligence	9	17
II	<b>Legal issues in M &amp; A</b> <ul style="list-style-type: none"> <li>• Provision for M &amp; A under Companies Act, 2013</li> <li>• SEBI Buyback of Securities Regulations</li> <li>• SEBI (Substantial Acquisition of shares and Takeover Regulations)</li> </ul>	9	17

	<ul style="list-style-type: none"> <li>• SEBI (Delisting of Securities) Guidelines</li> <li>• Provisions of Income Tax Act</li> <li>• Competition Act for M &amp; A</li> </ul>		
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Paper Code: MBARM-F-3012

**MERGERS, ACQUISITIONS AND  
CORPORATE RESTRUCTURING**

Credit=4

Marks=100

**Learning Objectives:**

Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

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<https://puc.hd.ac.in/include/s/syllabus/2019/20190716163924-mbasectoral.pdf?202>

**Section – A**

**Mergers:** Meaning of Merger, Reasons for M&A, Classification of Mergers, Types of Merger: Horizontal Mergers, Vertical Mergers, Conglomerate Mergers, Accretive Merger and Dilutive Merger, Reverse Merger: Process and Myths about Reverse Merger. **Acquisition:** Meaning of Acquisition, Types of Acquisition: Asset Purchase, Stock Purchase, Difference between Mergers and Acquisition, Motives behind M & A, Value Drivers in M & A, Reasons for failure of M&A, Process of M & A: Planning phase and implementation Phase. **M&A Analysis:** Synergy Value Determination, Determination of Price Paid to Target, Financing of M&A: Debt Financing, Equity Financing, Cash financing., Determination of combined company's new capital structure, cost of equity, cost of capital and Share Exchange Ratio Determination.

**Section – B**

**Valuation:** Meaning, Factors to be considered for Valuation, Types of values: Going concern Value, Liquidation Value and Market Value, Methods of Valuation: Asset based Valuation method, Earning based valuation, Market based valuation, Book value approach, Stock and Debt approach, Direct Comparison Approach and Discounted Cash flow method of valuation. **Cross Border Acquisition:** Meaning, Need, Benefits of Cross Border Acquisition and Difficulties in Cross Border Acquisition. **Post Merger Issues:** Tools for Integration, Strategies for Post Merger Success, Post merger growth strategies, Human aspects in mergers and acquisition, Failures in Post-merger Integration and Successful Post-merger Integration.

**Section – C**

**Corporate Restructuring:** Meaning, Conceptual framework, McKinsey 7S Model, Reasons for restructuring, Barriers to corporate restructuring, Key Elements, Types of corporate restructuring: Financial, Portfolio and Organisational Restructuring, Hardware and Software Restructuring, Strategic Options in restructuring, Implications of corporate restructuring for investors, customers, management, employees and others. **Restructuring through Joint Ventures:** Meaning, Characteristics, Objective, Rationales, Reasons for failure of Joint Venture. **Restructuring through Buyouts:** Leveraged buyouts: Meaning of Leveraged buyouts, Types, Criteria for identifying the leveraged buyouts, strategic analysis investment/divestment. **Management Buyouts:** Meaning of Management Buyouts, Characteristics, Benefits; General Economic and Financial factors for Buyouts, Sources of Gains in Buyouts: Tax Benefit, Management Incentives, Wealth Transfer Effect, Asymmetric Information and Under pricing. Efficiency considerations.

**Section – D**

**Due Diligence:** Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure. **Strategic Alliance:** Types, Reasons, Implications of Strategic Alliance, Strategic Management of Alliances. **Divestitures:** Meaning, Types, Reasons for Divestiture, Benefits of Divestiture. **Case studies.**

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Business PF Business School Fakultät für Wirtschaft und Recht Hochschule Pforzheim (Font in Blue)

(Link: [https://businesspf.hs-](https://businesspf.hs-pforzheim.de/fileadmin/user_upload/uploads_redakteur_wirtschaft/International/Dokumente/IME)

[pforzheim.de/fileadmin/user\\_upload/uploads\\_redakteur\\_wirtschaft/International/Dokumente/IME](https://businesspf.hs-pforzheim.de/fileadmin/user_upload/uploads_redakteur_wirtschaft/International/Dokumente/IME)  
[P/Syllabi\\_WS2021\\_22/WS202122\\_MergersAcquisitionsCorporateRestructurings\\_Eichner\\_2021-09-06.pdf](https://businesspf.hs-pforzheim.de/fileadmin/user_upload/uploads_redakteur_wirtschaft/International/Dokumente/IME) )

## Outline of the Course

Main course topics:

### Part I: Mergers and Acquisition Environment

1. Introduction to Mergers, Acquisitions, and Other Restructuring Activities
2. Corporate Takeover Market

### Part II: The Mergers and Acquisitions Process

3. Planning, Developing Business and Acquisition Plans
4. Implementation: Search through Closing
5. Post-closing Integration

### Part III: Merger and Acquisition Valuation and Modelling

6. Merger and Acquisition Cash Flow Valuation Basics
7. Relative Valuation Basics
8. Applying Financial Models in Mergers and Acquisitions

### Part IV: Deal Structuring and Financing Strategies

9. Structuring the Deal: Payment Considerations
10. Structuring the Deal: Accounting Considerations
11. Financing the Deal

### Part V: Private Equity

12. Private Equity and Leveraged Buyouts

## CASE STUDY

### DISNEY'S ACQUISITION OF PIXAR

(Link: <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR203.htm>)

#### Abstract:

In January 2006, the US based media and entertainment company Walt Disney announced that it would acquire its animation partner Pixar for US\$ 7.4 billion in stock. The deal was expected to be finalized by mid-2006. Disney and Pixar were already under an agreement to produce six animation movies. However, this partnership later faced problems and Pixar started looking out for other partners in early 2004. The case primarily examines the partnership agreement between Disney and Pixar and puts forth the incidents that led Pixar to look out for other partners. It describes how the new CEO Robert Iger, who succeeded Michael Eisner, went on to re-establish ties with Pixar and Steve Jobs, who held 50.6% equity stake in Pixar. The case highlights the advantages and pitfalls of the deal for Disney and Pixar.

#### Issues:

- Study and analyze the advantages and drawbacks of the partnership agreement between Disney and Pixar for producing and distributing animation films
- Examine the reasons why partnership agreements fail
- Understand the rationale behind Disney's acquisition of Pixar

### SUBJECT TITLE: RESEARCH PROJECT

#### SUBJECT CODE:

#### SEMESTER: VII

#### CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
0	0	10	5

T

Total : 100 Marks

Duration of Exam; 3

Hrs

**Objective of the course:** The objective of the project course is to help the student develop ability to apply multidisciplinary concepts, tools and techniques to analyze and logically approach the organizational problems.

### PROJECT PROPOSAL

Proposal should be prepared in consultation with the supervisor and submitted in the department.

The Proposal may have the following components:

- a) Introduction, brief background, and Rationale of the topic chosen for the project.
- b) Brief Introduction and vital details of the organization/s under study.
- c) Statement of the problem.
- d) Objectives of the Project (clearly stated in behavioral terms).
- e) Research Methodology:
  - Research Design
  - Nature and source of data/information to be collected.
  - Sample and sampling technique. Rationale of chosen organization and the sample.
  - Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
  - Method/s to be used for data collection
  - Data handling and analysis
  - Statistical tools to be used for analysis
  - Relevance of statistical tools with the objectives of the project
- f) Limitation of the proposed project, if any.
- g) Any other relevant detail which will help better appreciation and understanding of the project proposal.

### **PROJECT PROPOSAL EVALUATION:**

The project proposal will be evaluated by the panel of three teachers at the mentioned deadlines by the department in presence of student, who will give the presentation to the panel. In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case, the revised project proposal should be submitted within 7 days, which shall be evaluated on similar guidelines.

### **PROJECT PRE-SUBMISSION:**

After approval of the project proposal, the students shall complete their projects and submit the completed Project Report (Spiral bound) for final internal evaluation by the mentioned deadlines. The guidelines for project report are as follows:

- The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.
- The Project Report may have the following:
  - Cover Page – must have the Title of the Project, Name & logo of college / university, Name and University Roll No of the Student and the Name of the Guide, along with the designation and department.
  - Detailed table of contents with page nos.
  - All pages of the Project Report must be numbered as reflected in the table of contents.
  - Project Proposal, properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
  - Certificate of originality- duly signed by the student and the guide with dates.
  - Introduction to the Project and Review of Literature along with brief details of the organization/s under study.
  - Rationale
  - Statement of problem
  - Objectives of the Project
  - Scope of the study
  - Research Methodology
    - ❖ Research Design
    - ❖ Nature and Source of data/information collected
    - ❖ Sample and Sampling method with rationale
  - Details of the tools:
    - ❖ The Questionnaire and other methods used and their purpose
    - ❖ Reliability and Validity of the tools used
    - ❖ Administration of tools and techniques
    - ❖ Data collection
    - ❖ Data Handling, Statistical tools used for Data Analysis
  - Data Interpretation and Findings
  - Recommendations o Summary and Conclusion
  - Limitations of the Project
  - Direction for further research (optional)
  - Reference/Bibliography
  - Annexures /Appendices (Questionnaire used etc.)

*Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.*



The spiral bound project report will be evaluated by the panel of three teachers by the mentioned deadlines in presence of student, who will give the presentation to the panel.

In case of non-approval of the final project report, the comments/suggestions for revising the project report will be communicated to the student. In such case, the revised project report should be submitted within 7 days, which shall be evaluated on similar guidelines.

#### **SUBMISSION OF FINAL PROJECT REPORT:**

After incorporating changes, if any, pointed out during internal evaluation, the final Project Report in Hard Bound form (3 copies) shall be submitted by the student at least 3 working days before final viva voce. After signing of certificate by student and supervisor, one copy will be retained by the supervisor, second copy by the student and third copy shall be produced at the time of viva-voce, which shall be maintained by the department as record.

**BBA (Hons) : Banking, Finance & Insurance  
Eighth Semester  
Proposed SOS 2023**

**SUBJECT TITLE: Marketing Channels in Insurance & Agency Management**

**SUBJECT CODE:**

**SEMESTER: VIII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs.**

**Objective and outcome of course:** The course aims to develop an understanding relating to Distribution Channels in Insurance along with its history. The course will allow students to get an insight

into best practices of Distribution Management in Insurance along with the exposure of the concept of agency management, its tools & processes.

**Contents of Syllabus:**

Units	Contents	Contact Hours
Unit I	<b>Distribution Channels in Insurance:</b> Concept – History – Types of Distribution Channels – merits & demerits – initiation / recruitment/ on-boarding in channels – managing channel conflicts – opportunities & challenges in insurance business.	<b>12</b>
Unit II	<b>Distribution approaches in Insurance:</b> Different distribution approaches – effective sales management process – customer relationship marketing through distribution – best practices of distribution management – impact of technology in distribution process	<b>12</b>
Unit III	<b>Agency management:</b> Need for Agency management – meeting customer expectation – managing sales process – relevance of agency model – Agents Vs other types of intermediaries – Direct sales – Role of agent – Traits of successful agents – stakeholders of an agency unit – disciplines of agency management	<b>12</b>
Unit IV	<b>Agency development &amp; Management cycle:</b> Agent Recruitment and Development cycle – Agent referrals – Post recruitment stage – Establishing authority and accountability – New agent development process – reward and recognition platform – Goal setting exercise – Developing sales team – classroom intervention and field orientation – mentoring & coaching – Performance review meeting – counseling – Regulations of agents in life insurance – New/Modified regulations	<b>12</b>

**Recommended Study Materials**

**Recommended Text Books:**

S.no	Name of Author	Title
<b>1</b>	Insurance Institute of India	Marketing Channels in Insurance, CPAIM-AL-04
<b>2</b>	Insurance Institute of India	Agency Management, CPAIM-IL-03
<b>3</b>	Insurance Institute of India	Marketing Research and Insurance, CPAIM-AL-05
<b>4</b>	G.N. Bajpai,	Marketing Insurance, (2004), Global Business Press

**Recommended Reference Books:**

S.no	Name of Author	Title
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1	KshitizPatukale	Insurance for Everyone, (2009), Macmillan India Ltd.
2	B. Raman	Selling Life Insurance – The Practical Way, (2009), Macmillan.

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr.K.UMA   Madurai Kamaraj University	Fundamental of Insurance <a href="https://onlinecourses.swayam2.ac.in/cec20_mg24/preview">https://onlinecourses.swayam2.ac.in/cec20_mg24/preview</a>
2	Mike & Maria Keiser	How to be a High Performance Insurance Broker (Introduction) <a href="https://www.udemy.com/course/how-to-be-a-high-performance-insurance-broker-introduction/">https://www.udemy.com/course/how-to-be-a-high-performance-insurance-broker-introduction/</a>

#### Recommended Journals:

Name of Journal	Link
The Journal of Insurance	<a href="https://www.jstor.org/journal/jinsurance">https://www.jstor.org/journal/jinsurance</a>
<b>International Journal of Banking, Risk and Insurance</b>	<a href="http://www.publishingindia.com/ijbri/">http://www.publishingindia.com/ijbri/</a>
<b>Asia Pacific Journal of Risk and Insurance</b>	<a href="https://www.openaccessjournal.com/journal/453/Asia-pacific-journal-of-risk-and-insurance">https://www.openaccessjournal.com/journal/453/Asia-pacific-journal-of-risk-and-insurance</a>

## **PGDIM (Font in Blue)**

(Link: [https://archive.mu.ac.in/arts/social\\_science/eco/PGDIM%20-%20Handbook%202016-17.pdf](https://archive.mu.ac.in/arts/social_science/eco/PGDIM%20-%20Handbook%202016-17.pdf) )

### **IM05: Marketing Channels in Insurance & Agency Management**

#### **Objectives:**

At the end of this course the students would be able to:

1. Understand Distribution Channels in Insurance : Concept, History & Types
2. Get an insight into best practices of Distribution Management in Insurance
3. Get an exposure to the changing face of distribution through impact of technology.
4. Understand the agency model.
5. Get an exposure to agency management: tools & processes.

#### **Module – 1: Distribution Channels in Insurance: [12 hours]**

Concept – History – Types of Distribution Channels – merits & demerits – initiation / recruitment/ on-boarding in channels – managing channel conflicts – opportunities & challenges in insurance business

#### **Module – 2: Distribution approaches in Insurance: [12 hours]**

Different distribution approaches – effective sales management process – customer relationship marketing through distribution – best practices of distribution management – impact of technology in distribution process

#### **Module – 3: Agency management: [12 hours]**

Need for Agency management – meeting customer expectation – managing sales process – relevance of agency model – Agents Vs other types of intermediaries – Direct sales – Role of agent – Traits of successful agents – stakeholders of an agency unit – disciplines of agency management

#### **Module – 4: Agency development & Management cycle: [12 hours]**

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Agent Recruitment and Development cycle – Agent referrals – Post recruitment stage – Establishing authority and accountability – New agent development process – reward and recognition platform – Goal setting exercise – Developing sales team – classroom intervention and field orientation – mentoring & coaching – Performance review meeting – counseling – Regulations of agents in life insurance – New/Modified regulations

## **CASE STUDY**

### **Life Insurance Marketing in India (B) The Changing Distribution Norms**

(Link: <https://www.icmrindia.org/casestudies/catalogue/Marketing/MKTG027.htm>)

#### **Abstract:**

The case is the second of a three-part series on the changes sweeping the Indian insurance industry (in particular, the marketing of insurance products) after the sector was opened for private players in 2000. The case examines the distribution strategies, specifically the bancassurance channel adopted by the new, private players.

A brief history of the Indian insurance industry before 2000 is provided, highlighting the absence of a variety of distribution channels and the important role played by individual agents in distributing insurance products in India. The case provides a detailed account of the kind of distribution channels available in the insurance market and the new methods of distribution being adopted by various players.

The case also discusses the changes being made by LIC to remain competitive, and examines the implications of the industry-wide changes in distribution practices on the insurance business.

#### **Issues:**

Discuss LIC's stranglehold on the market and the reasons for its total reliance on the agency approach for selling its products.

**SUBJECT TITLE: Banking and Indian Financial Systems**

**SUBJECT CODE: BB**

**SEMESTER: VIII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** Subject is aimed to create basic understanding of financial system in accelerating the process of economic growth. Students will be able to apprehend financial services, its components and banking industry.

**Contents of Syllabus:**

Sr. No	Contents	Contact Hours
UNIT-I	Meaning of banking, emergence of banks- Global and Indian perspective. Role of banks, functions of banks. Contribution of banks in GDP and effect on indian economy. Definition of banker and customer. Introduction to banker and customer relationship. General and special types of customers- Accounts: Individuals, Firms, trusts and companies. KYC requirements. Procedure of opening an account.	10
UNIT-II	Evolution of commercial banks, meaning and functions of commercial banks. Origin of Reserve bank of India, Functions, Qualitative and Quantitative credit control methods of RBI.	10
UNIT-III	<b>Financial System and economy:</b> An introduction to Financial system, Components, Financial system and economic development. An overview of Indian Financial system since 1951 and reforms since liberalization 1990-91. Financial regulators in India- RBI, Ministry of corporate affairs, SEBI, IRDA, Financial conglomerates.	10
UNIT-IV	<b>Non-Banking financial Institutions:</b> meaning, role and function of non-banking financial institutions. <b>New Financial instruments-</b> shares, debentures, bonds. <b>Development Banks:</b> Concept, objective, functions. Role of	10

	development banks: IFCI, IDBI, NABARD, SIDCs, SIDBI.	
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#### Recommended Books:

S.no	Name of Author	Title
1	Bhole, L.M	Financial Markets and Institutions, Tata McGraw-Hill Publishing Company, New Delhi, 2005
2	DK Murthy, and Venugopal	Indian Financial System, I K International Publishing House -2006
3	Khan, M.Y	Indian Financial System: Theory and practice, Vikas Publishing House, New Delhi, 2005
4	S Gurusamy	Financial Services & System' Thomson Publications
5	Justin Paul and Padmalatha Suresh	Management of Banking and Financial Services, Latest Edition
6	Gomez and Clifford	Financial Markets, Institutions, And Financial Services, PHI, Latest Edition

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Jitendra Mahakud	Financial institutions and markets <a href="https://www.digimat.in/nptel/courses/video/110105121/L03.html">https://www.digimat.in/nptel/courses/video/110105121/L03.html</a>

#### Recommended Journals:

Name of Journal	Link
Journal of banking and finance	<a href="https://en.wikipedia.org/wiki/Journal_of_Banking_and_Finance">https://en.wikipedia.org/wiki/Journal_of_Banking_and_Finance</a>
Journal of banking and finance	<a href="https://www.scopus.com/sourceid/17472">https://www.scopus.com/sourceid/17472</a>
Money, credit and banking	<a href="https://en.wikipedia.org/wiki/Journal_of_Money,_Credit_and_Banking">https://en.wikipedia.org/wiki/Journal_of_Money,_Credit_and_Banking</a>
Journal of Banking and regulation	<a href="https://www.scopus.com/sourceid/17700156759">https://www.scopus.com/sourceid/17700156759</a>
Journal of International money and Finance	<a href="https://www.journals.elsevier.com/journal-of-international-money-and-finance?_gl=1*1mu952i*_ga*MTgwNjAxMjc0Mi4xNjcyNjQ1ND">https://www.journals.elsevier.com/journal-of-international-money-and-finance?_gl=1*1mu952i*_ga*MTgwNjAxMjc0Mi4xNjcyNjQ1ND</a>

	<a href="#">M0*_ga_4R527DM8F7*MTY3MjY0NTQzNC4xLjEuMTY3MjY0NjIwOS4wLjAuMA..</a>
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**B.Com. (Hons.): Semester-V**  
**Paper BCH 5.4(b): FINANCIAL MARKETS, INSTITUTIONS & SERVICES**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To provide students an overview of financial markets & institutions in India and familiarize them with important fee and fund based financial services

**Course Learning Outcomes**

After completing the course, the student shall be able to:

- CO1: understand the meaning and scope of financial markets as well as institutions in India.
- CO2: understand the concepts of Money Market and Capital Market
- CO3: explain Commercial Banking and its Current developments.
- CO4: explain concept of Non-Banking Financial Companies (NBFC's)
- CO5: examine the Financial Services Industry

**Course Contents****Unit-I Introduction**

An Introduction to Financial System, Components, Financial System and Economic Development, Financial Inter-mediation, An overview of Indian Financial System since 1951, Financial Sector Reforms since liberalization 1990-91

**Unit-II: Financial Markets & Capital Markets**

Financial Markets: Money Market – functions, organisation and instruments. Role of central bank in money market. Indian Money Market – an overview. Capital Markets –Introduction, role and functions. Components of Capital market. Cash markets- Equity and Debt, Depository (NSDL, CDSL). Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Role of Stock Exchanges in India. SEBI and Investor Protection.

**Unit-III: Financial Institutions I**

Financial Institutions: Commercial banking – introduction, classification, its role in financing - commercial and consumer, recent developments like MUDRA financing, problem of NPAs, Bankruptcy and insolvency Act, Financial Inclusion.

**Unit-IV: Financial Institutions II**

Life and non-life insurance companies in India: public and private. Mutual Funds – Introduction and their role in capital market development. Types of mutual fund schemes (open ended vs close ended, Equity, Debt, Hybrid schemes and ETFs. Non-banking financial companies (NBFCs).

**Unit-V: Financial Services Industry**

Overview of financial services industry. Merchant Banking – pre and post issue management, underwriting. Regulatory framework relating to Merchant Banking in India. Leasing and Hire Purchase, Consumer and Housing Finance, Venture Capital Finance, Factoring Services, Credit Rating, Financial Advisory and Portfolio Management Services.

**References:**

**B.Com. (Hons.): Semester-VI**  
**Paper BCH 6.4(b): BANKING & INSURANCE**

**Duration: 3 Hrs.**

**Marks: 100**

**Credits: 6**

**Course Objective**

To impart knowledge about the basic principles of the banking and insurance.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

- CO1: understand the meaning and scope of Banking with functions of Banks and their role into banking
- CO2: familiarize with regard to operations of Banking and various services and benefits.
- CO3: develop insights on lending operations of banking and causes of NPA into banking sector.
- CO4: acquaint with the concept of Insurance through functions and fundamental principles of Insurance.
- CO5: understand the types of Insurance and Regulatory framework of Insurance.

**Unit I: Origin of Banking**

Definition and function of banks, banker and customer relationship, general and special types of customers.

Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, Credit Allocation Policies of Commercial banks, Credit Market Reforms.

**Unit II: Operations of Banking**

Cheque: definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), Epayments, Electronic Fund Transfer (EFT), E-money, Safeguard for internet banking, Critical comparison of traditional banking methods and e-banking; Balance Sheet of a Bank, special items of a Balance Sheet, off Balance Sheet Items; Anti-money Laundering Guidelines.

**Unit III: Loans and Advances**

Principles of sound lending, Types of loans and advances, Advances against various securities; Securitization of Standard Assets and its Computation; Basel Accord: merits and weaknesses of the Basel II, Basel III; NPA: Meaning, causes, computation, assessment and Impact of NPAs on Banking Sector, Insolvency and Bankruptcy Code 2016; objectives & features.

**Unit IV: Concept of Insurance**

Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation, Economic Function; Reinsurance and Co-insurance: features, objectives, methods; Bancassurance: features, merits.

**Unit V: Life and Non-Life Insurance**

Types of Insurance, Life and Non Life: Features, needs, policies of different types of Insurance, Control of Malpractices and Misselling, Negligence, Loss Assessment and Loss control, Computation of Insurance Premium, Dematerialisation of Insurance Policies; Regulatory Framework of Insurance: IRDA Act 1999; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA; Role of IRDA: Delegation of Powers, establishment of Insurance Advisory Committee, Power to make Regulations.

**References**

- Mishra, M.N. *Principles and Practices of Insurance*. Sultan Chand and Sons
- Suneja, H.R. *Practical and Law of Banking*. Himalaya Publishing House

**Additional Resources:**

- Gupta, P.K. *Insurance and Risk Management*. Himalaya Publishing House
- Agarwal, O.P. *Banking and Insurance*. Himalaya Publishing House
- Jr.Black, Kenneth & Jr. Skipper, Harold. *Life and Health Insurance*. Pearson Education
- Vaughan, E.J. and Vaughan, T. *Fundamentals of Risk and Insurance*. Wiley & Sons

**Note: Latest edition of text books may be used.**

**Teaching Learning Process**

As the course is designed To impart knowledge about the basic principles of the banking and insurance, the teaching learning process will be based on lectures, seminars, workshops, project work and cases studies

**Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work, End Semester Examination.

**Keywords**

Banking, Insurance, Bank Deposits, Types of Banks, NPA's, Life and Non-Life Insurance, Regulatory Framework of Insurance.



Course code	Course title	L	T	P	J	C
CCA3709	INDIAN FINANCIAL SYSTEM	3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
		1.1				
Course Objectives:						
This course enables the student to -						
1. Understand the structure, organization and functioning of the financial system in India						
2. Build relationship between a financial system and economic growth						
3. Realize the complexity of Indian financial system for better financial decision making						
Course Outcomes:						
The students will be able to-						
1. Get exposure to new financial instruments and their implications in the regulatory framework						
2. Understand the development of financial markets in India, trading of financial instruments and their intermediaries						
3. Know how non-banking financial institutions support the development of Indian economy						
4. Learn the functions and monetary policies of RBI as well as the recent development in commercial banks						
5. Know the role of development banks and their functions – pre- and post-globalization						
6. Get acquainted with the recent development of new financial instruments in Indian financial system						
Module:1	Financial System and the Economy	6 hours				
Nature and role of financial system; Financial system and economic development; Indian financial system –an overview.						
Module:2	Financial markets	6 hours				
Money and capital market; Money market – meaning , constituents, functions of money market; Money market instruments – call loans, treasury bills, certificates of deposits, commercial bills, trade bills etc..						
Module:3	Money market	6 hours				
Recent trends in Indian money market; Capital market- primary and secondary markets; their role and recent developments; Government securities market. SEBI: Objectives and Functions						
Module:4	Reserve Bank of India	6 hours				
Organization, management and functions; Recent Monetary policy of RBI. Commercial Banks: Meaning, functions; E-banking; Recent developments in commercial banking.						
Module:5	Development banks	6 hours				
Concept, objectives, and functions of development banks; Role of development banks; IFCI, IDBI, NABARD, SIDCs, SIDBI; State financial corporations.						
Module:6	Non-banking financial institutions	6 hours				
Concept, role and functions of non-banking financial institutions; Major Sources of finance.						
Module:7	New financial instruments	7 hours				
Financial Instruments: Shares, Debentures/Bonds including Floating Rate Bonds, Zero Coupon Bonds.						
Module:8	Invited Talk: External invited lecture on Contemporary Topics	2 hours				



Course code	Course title				L	T	P	J	C
CCA2708	BANKING THEORY AND PRACTICE				2	0	0	4	3
Pre-requisite	NIL				Syllabus version				
					1				
Course Objectives:									
1. To enable the reader to understand the features of Indian banking system									
2.To know the significance of contribution of different types of banks									
3.To appreciate how important banking services for the development of the country.									
Expected Course Outcome:									
The students will be able to									
1. Understand the role and purpose of Banking System									
2.Acquire knowledge in Banker and Customer relationship									
3. Attain knowledge in credit control techniques									
4. Gain knowledge in the system of RBI and lending process									
5. Use the digital banking system									
6. Ability to solve contemporary issues through redressal mechanism.									
Module:1 Bank Origin 4 hours									
Origin of Banks – Banking Regulation Act, 1949 -Definition of Banking –									
Nationalization of Banks - Branch banking -Unit Banking. Deposit Banking -									
Commercial Banking – Industrial Banking - Developmental Banking-Recent									
Developments in Banking									
Module:2 Banker And Customer 4 hours									
Opening of an Account-Types of Account –Customers -Individuals, Firms, Trusts									
and Companies- KYC- Relationship between Banker and Customer									
Module:3 Commercial Banks 4 hours									
Structure and Banking System in India- Banking Sector Reforms- Commercial and									
Banks- Functions of Commercial Banks –Deposit Mobilization and Credit Creation									
Control									
Module:4 Reserve Bank of India 4 hours									
Origin - Functions-Methods of Credit Control-Quantitative and Qualitative – Repo									
rate and Reverse Repo rate									
Module:5 E – Banking 4 hours									
TM Cards, Credit Cards, Personal Identification Number – Online Enquiry System									
– National Electronic Fund Transfer- Real Time Gross Settlement – Electronic									
Clearing System									
Module:6 Principles of Lending 4 hours									
Types of loans – precautions to be taken by a banker while lending against									
various securities									
Module:7 Customer Grievances & Redressal 4 hours									
Types of Customer Grievances- Redressal Mechanism – Ombudsman									
Module:8 Contemporary issues: 2 hours									



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Banking and Financial Services**

**Course Code: MFM 217**

**L - 3, Credits - 3**

**Objective**

This course is designed to provide a basic knowledge of financial markets and institutions to the student and to familiarize them with major financial services in India.

**Contents**

**Unit 1**

**Introduction:** An overview of Indian Financial System, Components of Financial System, Financial Intermediation, Flow of Funds Matrix, Financial System and Economic Development, Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

**Basic Concepts:** Banking, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy. **(10 Hours)**

**Unit 2**

**Banking and Financial Markets:** Nationalized & Co-Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking, MUDRA Bank and Payment Banks. Financial Markets: Indian Money Market-An Overview, Capital Markets-Functions, Organization and Instruments, Indian Equity Market Primary and Secondary Markets, Role of Stock Exchanges in India. **(12 Hours)**

**Unit 3**

**Financial Services:** An Overview, Indian and Global Perspective – Managing New Challenges, Regulatory Perspectives, Improving Risk Management Systems, Banking and the Management of Financial Services. Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialization, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs. **(08 Marks)**

**Unit 4**

**Financial Institutions:** Depository and non-depository institutions, Development Financial Institutions (DFIs), Life and non-life insurance companies in India, Mutual Funds- Introduction and their role in capital market development, Non-banking financial companies (NBFCs), Regional Rural Banks. Other Financial Institutions: Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority, Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

**(12 Hours)**



## **CASE STUDY**

### **Indian Overseas Bank: Revival Plan**

(Link: <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR502.htm>)

#### **Abstract**

In late 2015, India's central banking institution, the Reserve Bank of India (RBI), took Prompt Corrective Action (PCA) against state-run Indian Overseas Bank (IOB). Three operational parameters had brought IOB on RBI's radar; Capital to risk weighted assets ratio (CRAR), also called the Capital Adequacy Ratio (CAR) %; Net Non Performing Assets (NPA); and Return on Assets (RoA). Under the new CEO, IOB is looking for a turnaround even as losses mount.

#### **Issues**

- The case is structured to achieve the following teaching objectives:
- To learn critical ratios to measure performance of banks
- NPA's and other factors ailing the Indian banking Industry
- Action plan by RBI and the government to revive the Industry

**SUBJECT TITLE: Thesis/Dissertation**

**SUBJECT CODE:**

**SEMESTER: VIII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
0	0	20	10

**T**

**Total : 100 Marks**

**Duration of Exam;**

**3 Hrs**

**Objective of the course:** The objective of the project course is to help the student develop ability to apply multidisciplinary concepts, tools and techniques to analyze and logically approach the organizational problems.

## **PROJECT PROPOSAL**

Proposal should be prepared in consultation with the supervisor and submitted in the department.

The Proposal may have the following components:

- a) Introduction, brief background, and Rationale of the topic chosen for the project.
- b) Brief Introduction and vital details of the organization/s under study.
- c) Statement of the problem.
- d) Objectives of the Project (clearly stated in behavioral terms).
- e) Research Methodology:
  - Research Design
  - Nature and source of data/information to be collected.
  - Sample and sampling technique. Rationale of chosen organization and the sample.
  - Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
  - Method/s to be used for data collection
  - Data handling and analysis
  - Statistical tools to be used for analysis
  - Relevance of statistical tools with the objectives of the project
- f) Limitation of the proposed project, if any.
- g) Any other relevant detail which will help better appreciation and understanding of the project proposal.

## **PROJECT PROPOSAL EVALUATION:**

The project proposal will be evaluated by the panel of three teachers at the mentioned deadlines by the department in presence of student, who will give the presentation to the panel. In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case, the revised project proposal should be submitted within 7 days, which shall be evaluated on similar guidelines.

## **PROJECT PRE-SUBMISSION:**

After approval of the project proposal, the students shall complete their projects and submit the completed Project Report (Spiral bound) for final internal evaluation by the mentioned deadlines . The guidelines for project report are as follows:

- The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.
- The Project Report may have the following:
  - Cover Page – must have the Title of the Project, Name & logo of college / university, Name and University Roll No of the Student and the Name of the Guide, along with the designation and department.
  - Detailed table of contents with page nos.
  - All pages of the Project Report must be numbered as reflected in the table of contents.
  - Project Proposal, properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
  - Certificate of originality- duly signed by the student and the guide with dates.
  - Introduction to the Project and Review of Literature along with brief details of the organization/s under study.
  - Rationale
  - Statement of problem
  - Objectives of the Project
  - Scope of the study
  - Research Methodology
    - ❖ Research Design
    - ❖ Nature and Source of data/information collected
    - ❖ Sample and Sampling method with rationale
  - Details of the tools:
    - ❖ The Questionnaire and other methods used and their purpose
    - ❖ Reliability and Validity of the tools used
    - ❖ Administration of tools and techniques
    - ❖ Data collection
    - ❖ Data Handling, Statistical tools used for Data Analysis
  - Data Interpretation and Findings
  - Recommendations o Summary and Conclusion
  - Limitations of the Project
  - Direction for further research (optional)
  - Reference/Bibliography
  - Annexures /Appendices (Questionnaire used etc.)

*Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.*

The spiral bound project report will be evaluated by the panel of three teachers by the mentioned deadlines in presence of student, who will give the presentation to the panel.

In case of non-approval of the final project report, the comments/suggestions for revising the project report will be communicated to the student. In such case, the revised project report should be submitted within 7 days, which shall be evaluated on similar guidelines.

#### **SUBMISSION OF FINAL PROJECT REPORT:**

After incorporating changes, if any, pointed out during internal evaluation, the final Project Report in Hard Bound form (3 copies) shall be submitted by the student at least 3 working days before final viva voce. After signing of certificate by student and supervisor, one copy will be retained by the supervisor, second copy by the student and third copy shall be produced at the time of viva-voce, which shall be maintained by the department as record.

# BBA (Hons): Retail & Logistics Management

**SUBJECT TITLE:** Internet Marketing & Retail Management

**SUBJECT CODE:**

**SEMESTER:** VII

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment:** 40

**End Term Exam:** 60  
**Duration of Exam:** 3 Hrs.

**Objective and outcome of course:** Objective: This course aims to impart knowledge about the strategies and marketing mix associated with internet marketing and retail management. The course take a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers and basics of web site development and evaluation will also be taught

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Introduction to internet marketing and its terminology, introduction to internet technology, conceptual foundations of internet commerce, basics of web site development, evaluation of websites, the internet micro environment, the internet macro environment, the B2C market.	<b>10</b>
<b>Unit II</b>	The internet marketing mix: Product strategies including– assortment, configuration engine, planning and layout tools, price strategies including – dynamic pricing, forward auction, reverse auction.	<b>10</b>
<b>Unit III</b>	<b>Introduction to Retailing:</b> Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.	<b>10</b>
<b>Unit IV</b>	<b>Choosing a Store Location:</b> Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.	<b>10</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Bajaj C.	Retail Management, Oxford Publication
2	Chaffey, Dave	Marketing : Strategy Implementation and Practice, Pearson Education
3	Levy & Weitz	Retail Management, Tata McGraw Hill
4	Mohammed R. A	Internet Marketing

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Pradhan S.	Retailing Management, Tata McGraw Hill
2	Strauss, Judy	E. Marketing, Prentice Hall, India

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr. Yamini Karmarkar and Dr. Geeta Nema	<b>Retail Management</b> <a href="https://onlinecourses.swayam2.ac.in/cec20_mg01/preview">https://onlinecourses.swayam2.ac.in/cec20_mg01/preview</a>

**Recommended Journals:**

<b>Name of Journal</b>	<b>Name and link</b>
<b>Journal of Business and Retail Management Research</b>	<a href="https://jbrmr.com/">https://jbrmr.com/</a>
<b>International Journal of Retail &amp; Distribution Management</b>	<a href="https://www.emerald.com/insight/publication/issn/0959-0552">https://www.emerald.com/insight/publication/issn/0959-0552</a>
International Journal of Retail Management and Research	<a href="http://www.tjprc.org/journals/international-journal-of-retail-management-and-research236">http://www.tjprc.org/journals/international-journal-of-retail-management-and-research236</a>

**Panjab University**

(Link: <https://pu.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202310313301>)

## **BBA 326: RETAIL MANAGEMENT**

**Objectives:** The objective of the course is to develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

### **Unit I**

**Introduction to Retailing:** Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. **Retail Formats:** Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.

**Choosing a Store Location:** Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. **Store Planning:** Design & Layout, Retail Image Mix, effective retail space management, floor space management

### **Unit II**

**Retail Marketing:** Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. **Retail Merchandising:** Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management

**Merchandise Pricing:** Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. **Retail Operation:** Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

**SUBJECT TITLE: MARKETING FOR ENTREPRENEURSHIP**

**SUBJECT CODE:**



**SEMESTER: VII****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40****End Term Exam: 60**  
**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs – other than those included in the compulsory paper on strategic management. It endeavours to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Introduction and overview of marketing strategy: definition, brief history and current trends; importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan for Entrepreneurs.	<b>10</b>
<b>Unit II</b>	Marketing strategy in different situations: product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and niches, offensive and defensive competitive strategy.	<b>15</b>
<b>Unit III</b>	Marketing strategy in different situation continued: competing on costs, competing on price, competition between price points, segmentation strategies, market share strategies, speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy.	<b>15</b>
<b>Unit Iv</b>	Marketing strategy implementation, Mckinsey 7-s framework, marketing strategy evaluation including marketing audit and essential marketing metrics, financial aspects of marketing management.	<b>10</b>

## Recommended Study Materials

### Recommended Text Books:

S.no	Name of Author	Title
1	Aaker, D.A	<i>Strategic Marketing Management</i> , John Wiley & Sons Pte. Ltd.
2	Luthans	<i>Strategic Marketing Management</i> , Brightstar Media Inc.

### Recommended Reference Books:

S.no	Name of Author	Title
1	Schnnaars, S.P	<i>Marketing Strategy: Customers and Competition</i> , The Free Press.
2	Walker, O.C. Jr., Boyd	<i>Marketing Strategy: A Decision Focused Approach</i> , Tata McGraw Hill Publishing Company Limited

### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr. Meeta Nihalani	<b>Entrepreneurship</b>  <a href="https://onlinecourses.swayam2.ac.in/cec19_mg39/preview">https://onlinecourses.swayam2.ac.in/cec19_mg39/preview</a>

### Recommended Journals:

Name of Journal	Name and link
<u>Journal of Research in Marketing and Entrepreneurship</u>	<a href="https://www.emerald.com/insight/publication/issn/1471-5201">https://www.emerald.com/insight/publication/issn/1471-5201</a>
<u>Journal of Marketing: SAGE Journals</u>	<a href="https://journals.sagepub.com/home/jmx">https://journals.sagepub.com/home/jmx</a>
<u>Journal of Research in Marketing and Entrepreneurship</u>	<a href="https://www.emeraldgrouppublishing.com/journal/jrme">https://www.emeraldgrouppublishing.com/journal/jrme</a>

**Panjab University,**

**(Link: <https://puhd.ac.in/includes/syllabus/2015/20150715151333-mbagenral2015-16.pdf?202310313301>)**

## **MARKETING FOR ENTREPRENEURSHIP**

**Objective:** This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs – other than those included in the compulsory paper on strategic management. It endeavours to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

### **UNIT I**

Introduction and overview of marketing strategy: definition, brief history and current trends; importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan for Entrepreneurs.

### **UNIT II**

Marketing strategy in different situations: product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and niches, offensive and defensive competitive strategy.

### **UNIT – III**

Marketing strategy in different situation continued: competing on costs, competing on price, competition between price points, segmentation strategies, market share strategies, speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy.

### **UNIT – IV**

Marketing strategy implementation, Mckinsey 7-s framework, marketing strategy evaluation including marketing audit and essential marketing metrics, financial aspects of marketing management.

**SUBJECT TITLE: GLOBAL SUPPLY CHAIN MANAGEMENT****SUBJECT CODE:****SEMESTER: IV****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

**Internal Assessment: 40****End Term Exam: 60****Duration of Exam: 3 Hrs**

**Objective and outcome of course:.** The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms.

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Introduction to global supply chain management: concept and role of SCM services; international purchasing & distribution; SCM networks; inventory management and its components as SCM system; logistics providers (3PL's, 4PL's); reverse logistics; international logistics centres.	<b>10</b>
<b>Unit II</b>	Transportation and its services in SCM; transportation services in international market and different transport modes; optimization of transportation process; role of multimodal transport in global SCM.	<b>10</b>
<b>Unit III</b>	Warehousing and inventory management: role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), it systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.	<b>10</b>
<b>Unit IV</b>	International forwarding; material requirements planning; economic order quantity (EOQ), Wilson's formula, silver – meal method, Wagner – within method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.	<b>10</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Coyle, J. J	<i>A logistic Approach to Supply Chain Management</i> , Cengage Learning
2	Bardi, Edward	<i>he Management of Business Logistics</i> , Thomson South-Western.
3	Lambert, D.M.,	<i>Fundamental of Logistics Management</i> , McGraw-Hill.
4	Mangan, J.,	<i>Global Logistics and Supply Chain Management</i> , John Wiley & Sons, Ltd.

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Mohanty, R. P. and Deshmukh	<i>Supply Chain Management: Theory and Practice</i> , Britzania.
2	Pierre David	<i>International Logistics</i> , Bizantra.

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
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1	Prof. P. Chitramani	<b>Supply Chain Management</b>  <a href="https://onlinecourses.swayam2.ac.in/ugc19_hs51/preview">https://onlinecourses.swayam2.ac.in/ugc19_hs51/preview</a>
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**Recommended Journals:**

<b>Name of Journal</b>	<b>Name and link</b>
<u>Journal of Supply Chain Management</u>	<a href="https://onlinelibrary.wiley.com/journal/1745493X">https://onlinelibrary.wiley.com/journal/1745493X</a>
<u>Supply Chain Management   Emerald Insight</u>	<a href="https://www.emerald.com/insight/publication/issn/1359-8546">https://www.emerald.com/insight/publication/issn/1359-8546</a>
<u>Supply Chain Forum: An International Journal</u>	<a href="https://www.tandfonline.com/toc/tscf20/current">https://www.tandfonline.com/toc/tscf20/current</a>

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(Link: <https://puchd.ac.in/includes/syllabus/2015/20150715151333-mbagenral2015-16.pdf?202310313301>)

## GLOBAL SUPPLY CHAIN MANAGEMENT

**Objective:** The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.

### UNIT I

Introduction to global supply chain management: concept and role of SCM services; international purchasing & distribution; SCM networks; inventory management and its components as SCM system; logistics providers (3PL's, 4PL's); reverse logistics; international logistics centres.

### UNIT II

Transportation and its services in SCM; transportation services in international market and different transport modes; optimization of transportation process; role of multimodal transport in global SCM.

### UNIT III

Warehousing and inventory management: role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), it systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.

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### UNIT IV

International forwarding; material requirements planning; economic order quantity (EOQ), Wilson's formula, silver – meal method, Wagner – within method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.

**SUBJECT TITLE: SALES PROMOTION MANAGEMENT**  
**SUBJECT CODE:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
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**SEMESTER: VII**  
**CONTACT HOURS/WEEK:**

<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>
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**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs.**

**Objective and outcome of course:** The purpose of this course is to develop an understanding of concepts, method and strategies of sales promotion.

**Contents of Syllabus:**

<b>Units</b>	<b>Contents</b>	<b>Contact Hours</b>
<b>Unit I</b>	Introduction and Overview- Meaning and Importance of Sales Promotion, Nature and Scope of Sales Promotion, Advantages and Limitations. Objective and Impact- Sales Promotion and Marketing Mix, Relationship between Advertising and Sales Promotion Strategy, Target Audience, Setting Objectives, Impact of Sales Promotion.	<b>10</b>
<b>Unit II</b>	Consumer Behaviour and Sales Promotion- Theories of Consumer Behaviour, Deal Prone Consumer, Brand Equity and Sales Promotion. Sales Promotion Budget- Determining Budget for Promotion, Methods of Sales Promotion Budgeting, Allocating funds between Sales Promotion and Advertising.	<b>10</b>
<b>Unit III</b>	Tools and Techniques- Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions, Analysis of various Schemes, sales promotion in b2c, b2b and service settings.	<b>15</b>
<b>Unit Iv</b>	Planning, Implementation and Evaluation- Manufacturer Promotion Planning Process, Retail Promotion Planning Process, Strategic Issues in Designing Promotional Strategies, Testing the Programme, Review and Evaluation of Sales Promotion Strategies..	<b>15</b>

## Recommended Study Materials

### Recommended Text Books:

S.no	Name of Author	Title
1	Blattberg, R.C. and Neslin,	<i>Sales Promotion: Concept, Methods and Strategies</i> . NJ: Prentice Hall.
2	Cummins, J	<i>Sales Promotion: How to Create and Implement Campaigns that Really Work</i> . Kogan Page.
3	Kazmi, S.H., and Batra	Advertising and Sales Promotion

### Recommended Reference Books:

S.no	Name of Author	Title
1	Schultz, D.E. and Robinson	Sales Promotion Management
2	Shah, K. and D'Souza, A	Advertising and Promotion: An IMC Perspective

### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Sangeeta Sahney	<b>Sales And Distribution Management</b>  <a href="https://onlinecourses.nptel.ac.in/noc23_mg44/preview">https://onlinecourses.nptel.ac.in/noc23_mg44/preview</a>

### Recommended Journals:

Name of Journal	Name and link
<u>Journal of Promotion Management: Vol 29</u>	<a href="https://www.tandfonline.com/toc/wjpm20/current">https://www.tandfonline.com/toc/wjpm20/current</a>
<u>Journal of Promotion Management - Taylor &amp; Francis Online</u>	<a href="https://www.tandfonline.com/journals/wjpm20">https://www.tandfonline.com/journals/wjpm20</a>

<u>Sales Promotions - ResearchGate</u>	<a href="https://www.researchgate.net/publication/256241591_Sales_Promotions">https://www.researchgate.net/publication/256241591_Sales_Promotions</a>

**Delhi University**

**(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf>)**

## SALES PROMOTION MANAGEMENT

### Course Objectives:

The purpose of this course is to develop an understanding of concepts, method and strategies of sales promotion.

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Faculty of Management Studies, University of Delhi



### Course Learning Outcomes:

1. Understanding the nature and importance of sales promotion
2. Develop an understanding of the impact of sales promotions
3. Understanding various consumer oriented and trade-oriented sales promotion
4. Deciding on sales promotion design, understanding deal sensitive consumer segment
5. Develop an understanding of how sales promotion work in b2c, b2b and service settings
6. Understanding manufacturer's and retailer's promotion planning process
7. Understanding the methods of budget allocation
8. Learning about metrics that can be used to assess sales promotion results

### Contents:

**Unit I:** Introduction and Overview- Meaning and Importance of Sales Promotion, Nature and Scope of Sales Promotion, Advantages and Limitations.

**Unit II:** Objective and Impact- Sales Promotion and Marketing Mix, Relationship between Advertising and Sales Promotion Strategy, Target Audience, Setting Objectives, Impact of Sales Promotion.

**Unit III:** Consumer Behaviour and Sales Promotion- Theories of Consumer Behaviour, Deal Prone Consumer, Brand Equity and Sales Promotion.

**Unit IV:** Sales Promotion Budget- Determining Budget for Promotion, Methods of Sales Promotion Budgeting, Allocating funds between Sales Promotion and Advertising.

**Unit V:** Tools and Techniques- Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions, Analysis of various Schemes, sales promotion in b2c, b2b and service settings.

**Unit VI:** Planning, Implementation and Evaluation- Manufacturer Promotion Planning Process, Retail Promotion Planning Process, Strategic Issues in Designing Promotional Strategies, Testing the Programme, Review and Evaluation of Sales Promotion Strategies.

**SUBJECT TITLE: RESEARCH PROJECT**

**SUBJECT CODE:**

**SEMESTER: VII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
0	0	10	5

**T**

**otal : 100 Marks**

## **Duration of Exam;**

**3 Hrs**

**Objective of the course:** The objective of the project course is to help the student develop ability to apply multidisciplinary concepts, tools and techniques to analyze and logically approach the organizational problems.

### **PROJECT PROPOSAL**

Proposal should be prepared in consultation with the supervisor and submitted in the department.

The Proposal may have the following components:

- a) Introduction, brief background, and Rationale of the topic chosen for the project.
- b) Brief Introduction and vital details of the organization/s understudy.
- c) Statement of the problem.
- d) Objectives of the Project (clearly stated in behavioral terms).
- e) Research Methodology:
  - Research Design
  - Nature and source of data/information to be collected.
  - Sample and sampling technique. Rationale of chosen organization and the sample.
  - Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
  - Method/s to be used for data collection
  - Data handling and analysis
  - Statistical tools to be used for analysis
  - Relevance of statistical tools with the objectives of the project
- f) Limitation of the proposed project, if any.
- g) Any other relevant detail which will help better appreciation and understanding of the project proposal.

### **PROJECT PROPOSAL EVALUATION:**

The project proposal will be evaluated by the panel of three teachers at the mentioned deadlines by the department in presence of student, who will give the presentation to the panel. In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal

will be communicated to the student. In such case, the revised project proposal should be submitted within 7 days, which shall be evaluated on similar guidelines.

### **PROJECT PRE-SUBMISSION:**

After approval of the project proposal, the students shall complete their projects and submit the completed Project Report (Spiral bound) for final internal evaluation by the mentioned deadlines . The guidelines for project report are as follows:

- The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.
- The Project Report may have the following:
  - Cover Page – must have the Title of the Project, Name & logo of college / university, Name and University Roll No of the Student and the Name of the Guide, along with the designation and department.
  - Detailed table of contents with page nos.
  - All pages of the Project Report must be numbered as reflected in the table of contents.
  - Project Proposal, properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
  - Certificate of originality- duly signed by the student and the guide with dates.
  - Introduction to the Project and Review of Literature along with brief details of the organization/s understudy.
  - Rationale
  - Statement of problem
  - Objectives of the Project
  - Scope of the study
  - Research Methodology
    - ❖ Research Design
    - ❖ Nature and Source of data/information collected
    - ❖ Sample and Sampling method with rationale
  - Details of the tools:
    - ❖ The Questionnaire and other methods used and their purpose
    - ❖ Reliability and Validity of the tools used
    - ❖ Administration of tools and techniques
    - ❖ Data collection
    - ❖ Data Handling, Statistical tools used for Data Analysis
  - Data Interpretation and Findings
  - Recommendations o Summary and Conclusion

- Limitations of the Project
- Direction for further research (optional)
- Reference/Bibliography
- Annexures /Appendices (Questionnaire used etc.)

*Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.*

The spiral bound project report will be evaluated by the panel of three teachers by the mentioned deadlines in presence of student, who will give the presentation to the panel.

In case of non-approval of the final project report, the comments/suggestions for revising the project report will be communicated to the student. In such case, the revised project report should be submitted within 7 days, which shall be evaluated on similar guidelines.

#### **SUBMISSION OF FINAL PROJECT REPORT:**

After incorporating changes, if any, pointed out during internal evaluation, the final Project Report in Hard Bound form (3 copies) shall be submitted by the student at least 3 working days before final viva voce. After signing of certificate by student and supervisor, one copy will be retained by the supervisor, second copy by the student and third copy shall be produced at the time of viva-voce, which shall be maintained by the department as record.

**SUBJECT TITLE: INTERNATIONAL RETAILING**

**SUBJECT CODE:**

**SEMESTER: VIII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	4	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam; 3 Hrs**

**Objective and outcome of course:** The aim of the subject is to introduce the student to the various aspects and concepts of international retailing.

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Introduction – Geography of Retailing – Standardisation and Adaptation – International Manufacturing – Entry Strategy – International Retailers – Reasons for Internationalisation – Types of International Firms Expanding into International Markets - Entry Modes – The Roots of Expansion – Types of Retail Internationalisation – Theoretical Explanations for Internationalisation – Stages Theory – Risk Theory – Macro Environmental Factors	<b>10</b>
<b>Unit II</b>	Location Factors: Importance of Location – Metropolitan and Micropolitan Statistical Areas –Economic Environment – Competitive Environment – Technological Environment – Social Environment –Government Environment – Retail Law & Legal Systems – Government Influences on Ownership - Laws of Comparative Advantage – Absolute and Relative Advantage – Factors Influencing International Trade - World Trade Organisation.	<b>15</b>
<b>Unit III</b>	Roots of Retail in Developed and Developing Countries – Stages of Development – Traditional Retail Systems – Fragmented Markets - Channels – Competitors – Limited Product Variety – Flexible Prices and Bargaining - Informal and Formal Credit – Consumer Characteristics – Retail and Wholesale Practice – Channel Communications – Market Research – Profitability and Channel Performance.	<b>15</b>
<b>Unit Iv</b>	Introduction – Benefits of Multinational Markets – Large Mass Markets – Improved Channels of Distribution, Advertising & Transportation – Increased Trade with Member Nation – Benefits to Consumers of Lower Internal Tariff Barriers – Drawbacks of Multinational Markets – Increased Competition & Opportunities for Retailers – Inflation and Deflation – Additional Layers of Government Complexity – Levels of Multinational Cooperation.	<b>10</b>



### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Brenda Strenquist	International Retailing,” 2007, 2 <sup>nd</sup> Ed., Bloomsbury Academic
2	Nicholas Alexander & Anne Marie Doherty	"International Retailing", 2010, Oxford.

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Gibson G. Vedamani	"Retail Management – Functional Principles and Practices"
2	S.C. Bhatia	"Retail Management", 2008 , Atlantic Publishers

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Ashis Mishra	Introduction to Retail Management  <a href="https://onlinecourses.swayam2.ac.in/imb21_mg08/preview">https://onlinecourses.swayam2.ac.in/imb21_mg08/preview</a>

**Recommended Journals:**

Name of Journal	Name and link
<a href="#"><u>Journal of Business and Retail Management Research</u></a>	<a href="https://jbrmr.com/">https://jbrmr.com/</a>
<a href="#"><u>International Journal of Retail &amp; Distribution Management</u></a>	<a href="https://www.emerald.com/insight/publication/issn/0959-0552">https://www.emerald.com/insight/publication/issn/0959-0552</a>
<a href="#"><u>International Journal of Retail Management and Research</u></a>	<a href="http://www.tjprc.org/journals/international-journal-of-retail-management-and-research236">http://www.tjprc.org/journals/international-journal-of-retail-management-and-research236</a>

**Osmania University**

(Link: [http://sfc.ac.in/pdf/syllabus/bvoc/SEM%20VI/International%20Retailing\\_SEM6.pdf](http://sfc.ac.in/pdf/syllabus/bvoc/SEM%20VI/International%20Retailing_SEM6.pdf))

#### **MODULE I : INTERNATIONALIZATION OF RETAILING**

**(15 Hrs)**

Introduction – Geography of Retailing – Standardisation and Adaptation – International Manufacturing – Entry Strategy – International Retailers – Reasons for Internationalisation – Types of International Firms Expanding into International Markets - Entry Modes – The Roots of Expansion – Types of Retail Internationalisation – Theoretical Explanations for Internationalisation – Stages Theory – Risk Theory – Macro Environmental Factors

#### **MODULE II : LOCATION FACTORS**

**(15 Hrs)**

Location Factors: Importance of Location – Metropolitan and Micropolitan Statistical Areas –Economic Environment – Competitive Environment – Technological Environment – Social Environment –Government Environment – Retail Law & Legal Systems – Government Influences on Ownership - Laws of Comparative Advantage – Absolute and Relative Advantage – Factors Influencing International Trade - World Trade Organisation.

#### **MODULE III : RETAILING IN DEVELOPING AND EMERGING MARKETS**

**(15 Hrs)**

Roots of Retail in Developed and Developing Countries – Stages of Development – Traditional Retail Systems – Fragmented Markets - Channels – Competitors – Limited Product Variety – Flexible Prices and Bargaining - Informal and Formal Credit – Consumer Characteristics – Retail and Wholesale Practice – Channel Communications – Market Research – Profitability and Channel Performance.

#### **MODULE IV : RETAILING IN MULTINATIONAL MARKETS**

**(15 Hrs)**

Introduction – Benefits of Multinational Markets – Large Mass Markets – Improved Channels of Distribution, Advertising & Transportation – Increased Trade with Member Nation – Benefits to Consumers of Lower Internal Tariff Barriers – Drawbacks of Multinational Markets – Increased Competition & Opportunities for Retailers – Inflation and Deflation – Additional Layers of Government Complexity – Levels of Multinational Cooperation.

**SUBJECT TITLE: CUSTOMER RELATIONSHIP MANAGEMENT AND SALES  
MANAGEMENT**

**SUBJECT CODE:**

**SEMESTER: VIII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
4	-	-	4

**Internal Assessment: 40**

**End Term Exam: 60**

**Duration of Exam: 3 Hrs**

**Objective and outcome of course:** The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.

**Contents of Syllabus:**

Units	Contents	Contact Hours
<b>Unit I</b>	Introduction to CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer value, customer relationship styles, types of customers and customer value, customer lifetime value, customer value and customer satisfaction as precursors to CRM, value co-creation, customer value management, analysing profitability of customers: value chain analysis, customer defection, closed loop marketing, customer retention: importance, stages, measurement of customer expectations	<b>10</b>
<b>Unit II</b>	Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, delivering the customer offer, issues in customer privacy, CRM measurement, Analysis of CRM strategies and approaches practised by successful business houses in India and abroad, emerging trends in CRM.	<b>20</b>
<b>Unit III</b>	Introduction to sales management: nature, scope & its evolution, relationship between selling & marketing, selling strategies, selling & buying styles, selling skills, sales in the era of CRM, sales related marketing policies: product, distribution, pricing & personal selling policies, negotiation strategies.	<b>20</b>
<b>Unit IV</b>	Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection & recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.	<b>10</b>

### Recommended Study Materials

#### Recommended Text Books:

S.no	Name of Author	Title
1	Baran, R.J	<i>Customer Relationship Management</i> Cengage Learning, New Delhi.
2	Churchill, Ford, Walker	<i>Sales Force Management</i> , McGraw Hill
3	Johnson & Marshall	<i>Sales Force Management</i> , McGraw Hill

#### Recommended Reference Books:

S.no	Name of Author	Title
1	Lancaster & Jobber,	<i>Selling &amp; Sales Management</i> , Pearson Education
2	Maning & Recce	<i>Selling Today: Building Quality Partnerships</i> , Pearson Education

#### Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Swagato Chatterjee	<b>Customer Relationship Management</b> <a href="https://onlinecourses.nptel.ac.in/noc22_mg93/preview">https://onlinecourses.nptel.ac.in/noc22_mg93/preview</a>

#### Recommended Journals:

Name of Journal	Name and link
<a href="#">International Journal of Electronic Customer Relationship</a>	<a href="https://www.inderscience.com/jhome.php?jcode=IJECRM">https://www.inderscience.com/jhome.php?jcode=IJECRM</a>
<a href="#">International Journal of Customer Relationship Marketing</a>	<a href="https://www.igi-global.com/journal/international-journal-customer-relationship-marketing/1150">https://www.igi-global.com/journal/international-journal-customer-relationship-marketing/1150</a>

<a href="#">Impact of customer relationship management</a>	<a href="https://www.researchgate.net/publication/">https://www.researchgate.net/publication/</a>

**Panjab University**

(Link: <https://puchd.ac.in/includes/syllabus/2022/20220906151653-bba22-23.pdf?202310313301>)

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**MBA7243: CUSTOMER RELATIONSHIP MANAGEMENT AND SALES  
MANAGEMENT**

**Objective:** The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.

**UNIT I**

Introduction to CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer value, customer relationship styles, types of customers and customer value, customer lifetime value, customer value and customer satisfaction as precursors to CRM, value co-creation, customer value management, analysing profitability of customers: value chain analysis, customer defection, closed loop marketing, customer retention: importance, stages, measurement of customer expectations: managing and delivering, consumer research, CRM measurement, e-CRM: basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

**UNIT II**

Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, delivering the customer offer, issues in customer privacy, CRM measurement, Analysis of CRM strategies and approaches practised by successful business houses in India and abroad, emerging trends in CRM.

**UNIT III**

Introduction to sales management: nature, scope & its evolution, relationship between selling & marketing, selling strategies, selling & buying styles, selling skills, sales in the era of CRM, sales related marketing policies: product, distribution, pricing & personal selling policies, negotiation strategies.

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**UNIT IV**

Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection & recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.

**SUBJECT TITLE: Thesis/Dissertation**

**SUBJECT CODE:**

**SEMESTER: VIII**

**CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
0	0	20	10

**T**  
**otal : 100 Marks**

**Duration of Exam;**

**3 Hrs**

**Objective of the course:** The objective of the project course is to help the student develop ability to apply multidisciplinary concepts, tools and techniques to analyze and logically approach the organizational problems.

### **PROJECT PROPOSAL**

Proposal should be prepared in consultation with the supervisor and submitted in the department.

The Proposal may have the following components:

- a) Introduction, brief background, and Rationale of the topic chosen for the project.
- b) Brief Introduction and vital details of the organization/s understudy.
- c) Statement of the problem.
- d) Objectives of the Project (clearly stated in behavioral terms).
- e) Research Methodology:
  - Research Design
  - Nature and source of data/information to be collected.
  - Sample and sampling technique. Rationale of chosen organization and the sample.
  - Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
  - Method/s to be used for data collection
  - Data handling and analysis



- Statistical tools to be used for analysis
- Relevance of statistical tools with the objectives of the project

f) Limitation of the proposed project, if any.

g) Any other relevant detail which will help better appreciation and understanding of the project proposal.

### **PROJECT PROPOSAL EVALUATION:**

The project proposal will be evaluated by the panel of three teachers at the mentioned deadlines by the department in presence of student, who will give the presentation to the panel. In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case, the revised project proposal should be submitted within 7 days, which shall be evaluated on similar guidelines.

### **PROJECT PRE-SUBMISSION:**

After approval of the project proposal, the students shall complete their projects and submit the completed Project Report (Spiral bound) for final internal evaluation by the mentioned deadlines . The guidelines for project report are as follows:

- The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.
- The Project Report may have the following:
  - Cover Page – must have the Title of the Project, Name & logo of college / university, Name and University Roll No of the Student and the Name of the Guide, along with the designation and department.
  - Detailed table of contents with page nos.
  - All pages of the Project Report must be numbered as reflected in the table of contents.
  - Project Proposal, properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
  - Certificate of originality- duly signed by the student and the guide with dates.
  - Introduction to the Project and Review of Literature along with brief details of the organization/s under study.
  - Rationale
  - Statement of problem
  - Objectives of the Project
  - Scope of the study

- Research Methodology
  - ❖ Research Design
  - ❖ Nature and Source of data/information collected
  - ❖ Sample and Sampling method with rationale
- Details of the tools:
  - ❖ The Questionnaire and other methods used and their purpose
  - ❖ Reliability and Validity of the tools used
  - ❖ Administration of tools and techniques
  - ❖ Data collection
  - ❖ Data Handling, Statistical tools used for Data Analysis
- Data Interpretation and Findings
- Recommendations o Summary and Conclusion
- Limitations of the Project
- Direction for further research (optional)
- Reference/Bibliography
- Annexures /Appendices (Questionnaire used etc.)

*Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.*

The spiral bound project report will be evaluated by the panel of three teachers by the mentioned deadlines in presence of student, who will give the presentation to the panel.

In case of non-approval of the final project report, the comments/suggestions for revising the project report will be communicated to the student. In such case, the revised project report should be submitted within 7 days, which shall be evaluated on similar guidelines.

### **SUBMISSION OF FINAL PROJECT REPORT:**

After incorporating changes, if any, pointed out during internal evaluation, the final Project Report in Hard Bound form (3 copies) shall be submitted by the student at least 3 working days before final viva voce. After signing of certificate by student and supervisor, one copy will be retained by the supervisor, second copy by the student and third copy shall be produced at the time of viva-voce, which shall be maintained by the department as record.

